

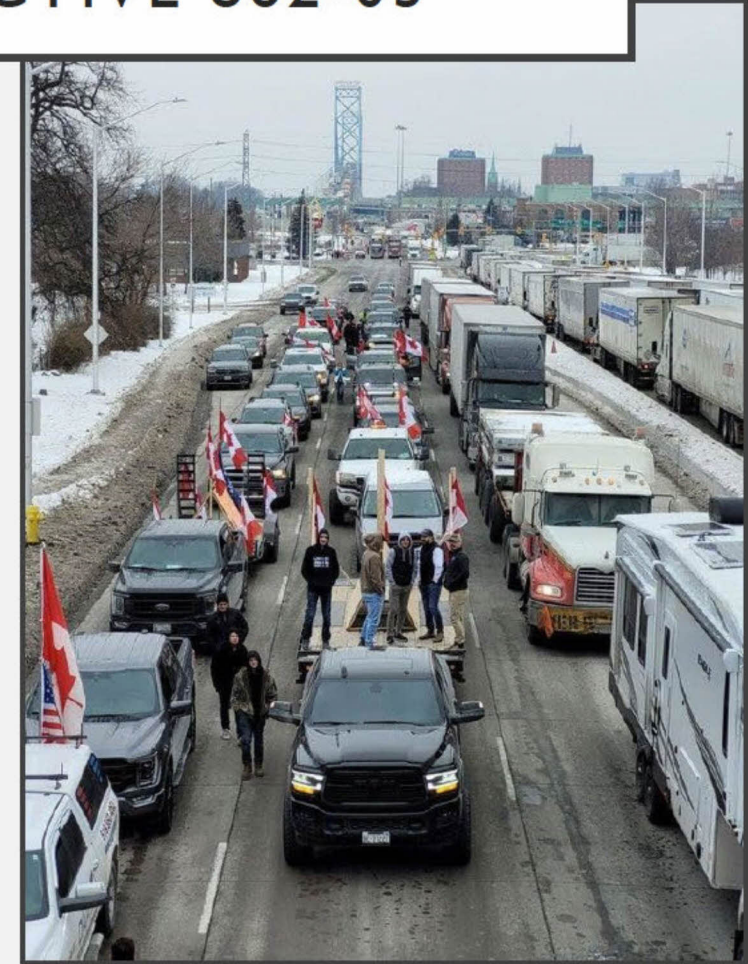
FREEDOM CONVOY/AMBASSADOR BRIDGE BLOCKADE DEBRIEF





WPS DEBRIEFING DIRECTIVE 862-03

- Major events should be **constructively** analyzed to measure policy effectiveness and ensure police development best meets the needs of the public, officer's abilities and the resources of the Service;
- Debriefs required for large crowd control events or any event determined to be major by a Senior Officer;
- Debriefing Officer will be a Critical Incident Commander or designate a suitable Staff Sergeant or Sergeant;
- Debriefing Officer will prepare a debriefing report.



WHAT DO WE HOPE TO ACCOMPLISH WITH THIS DEBRIEF?

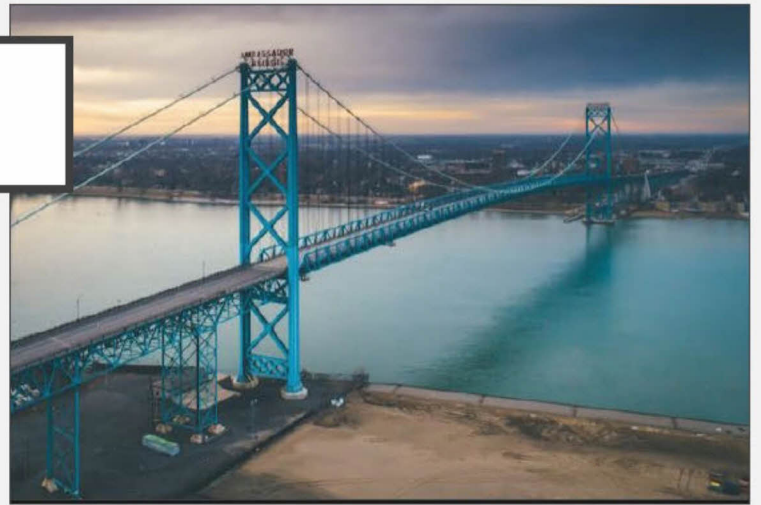
Develop recommendations (ie Playbook) for any similar large scale incidents in the future. This will allow us to streamline any similar processes and enhance efficiencies (Financial and Operational). i.e. front load as much as possible;

Improve response, compliance, equipment acquisition and training enhancements (ie. Public Order Training?);

Improve coordination and communication with outside agencies that we request assistance from.



OVERVIEW OF PRESENTATION



- I will address the Who, **What**, When, Where, How and Why of the event;
- Our CIC's will assist, speaking to their specific involvement;
- **What resources were relied upon to debrief this incident:**
 - Financial Statements, Media, Debrief forms (Internal and External), Meetings, CIC Scribe notes, Internal/External Agency Directives and protocols, Social Media, MCU/CIU information, SMEAC's, POU Plans, Arrest Plans, Investigation Plans, Traffic Plans, Drone videos and E-911 Audio.
- **Topics to be Discussed:**
 - Timeline, Statistics, Incident location, Players, That first week, CIC/EOC, Logistics (Deployment, Scheduling, Food), IT, Fleet/Facilities/Stores, Arrest/Investigation Plan, POU and other Partner input, Finance, Next Steps.



WHY/WHEN?

What started as a convoy of protestors, saying they were opposed to a vaccination mandate for cross-border truckers became an illegal occupation as 100's of semi-trucks parked end to end in downtown Ottawa, paralyzing Parliament Hill.

- **Jan. 14** — Alberta woman Tamara Lich launched a fundraiser on GoFundMe for “Freedom Convoy 2022.”
- **Jan 27** – Convoy rolls east through London on 401. Traffic congestion and thousands of pedestrians line the overpass bridges in support. Ottawa PS requests London POU support.
- **Jan. 28** — Hundreds of trucks arrived in downtown Ottawa as the first wave of the protest.
- **Jan. 29** — About 3,000 big rigs and other trucks, as well as more than 15,000 protesters converged in downtown Ottawa. Protesters were seen drinking and dancing on the Tomb of the Unknown Soldier at the National War Memorial, and others in the crowd draped flags and anti-vaccine signs on the Terry Fox statue. Some people openly display racist symbols such as swastikas and Confederate flags.

WHY/WHEN?

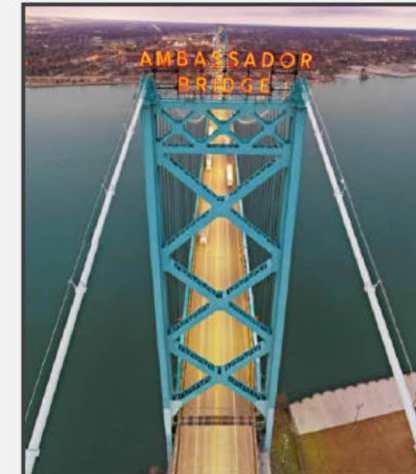
- **Feb. 3** - Information received that a 'slow roll' was planned for the area of the Ambassador Bridge on February 4, 5 and 6th.
- **Feb. 4** — GoFundMe pulled the plug on the Freedom Convoy 2022 campaign, which had collected more than **\$10 million**. 86% of donors were Canadian. Turned to Christian website, GiveSendGo; raised another \$9.5 million US.
- **Feb. 6** — Ottawa Mayor Jim Watson declared a **state of emergency** in the city over ongoing protests. In a news release, the city said the decision “reflects the serious danger and threat to the safety and security of residents posed by the ongoing demonstrations.”
- **Feb. 6** - Slow roll gathers at Mic Mac park with over 100 vehicles – organizers cooperative with WPS
- **Feb. 7** – Windsor Blockade begins

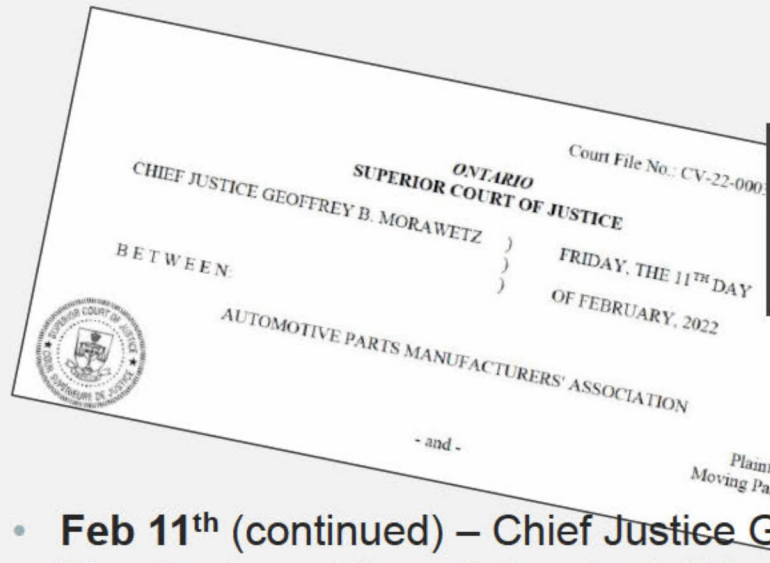


WHY/WHEN?



- **Feb. 11** – Province of Ontario declares a State of Emergency (as a result of interference with critical infrastructure that was preventing the movement of people and the delivery of essential goods and services)
- **Emergency Order** (Ontario regulation 71/22) prohibiting interference with:
 - 400 Series Highways;
 - Airports;
 - Hospitals;
 - **International** and interprovincial **bridges** and crossings;
 - Ports;
 - Power generation and transmission facilities, and
 - Railways





WHY? WHEN?



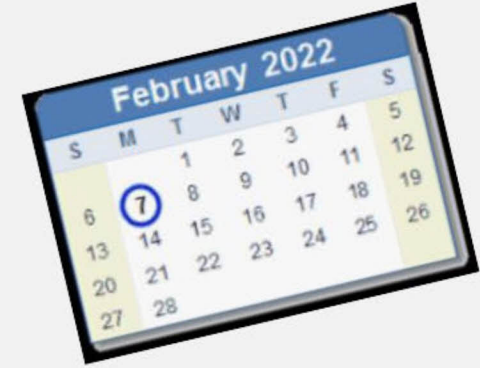
- **Feb 11th** (continued) – Chief Justice Geoffrey Morawetz authorized an **Injunction** applied for by the Automotive Parts Manufacturers' Association (plaintiff), effective 1900 hrs, that date. 10 day duration.
- **Feb 14** – Prime Minister Trudeau announced that he was invoking the **Emergencies Act** (1st time in Canadian history)
 - Gave Federal Government temporary powers to handle on-going blockades and protests;
 - Gave police more powers to restore order in places where public assemblies constitute illegal and dangerous activities (blockades and occupations);
 - Federal government also designated **border crossings** and airports as critical areas;
 - The federal government is also going after financial support for illegal activity associated with the convoy protest.

Politics

Federal government invokes Emergencies Act for first time ever in response to protests, blockades



Timeline



Jan 14
GoFundMe
fundraiser
started
“Freedom
Convoy 2022”



Jan 27
Convoy heads
to Ottawa
through
London.
London POU
requested to
assist in
Ottawa



Jan 28
Hundreds of
trucks arrive in
Ottawa



Jan 29
3000 Big Rigs
and 15,000
protestors
take over d/t
Ottawa



Feb 4
GoFundMe –
Freedom
Convoy 2022
terminated



Feb 6
State of
Emergency
declared in
Ottawa



Feb 7
Windsor
Bridge
Blockade
begins



WHAT WAS AT STAKE?

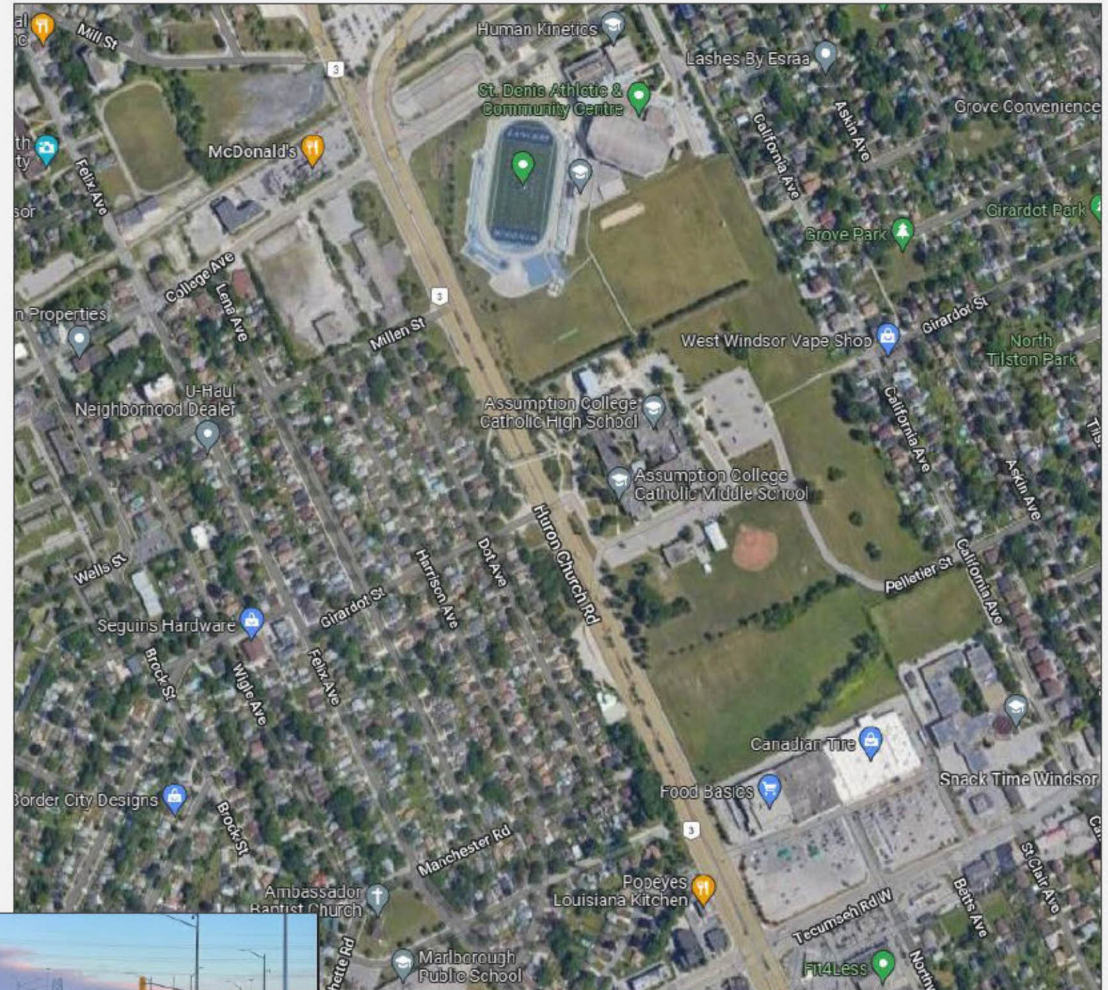
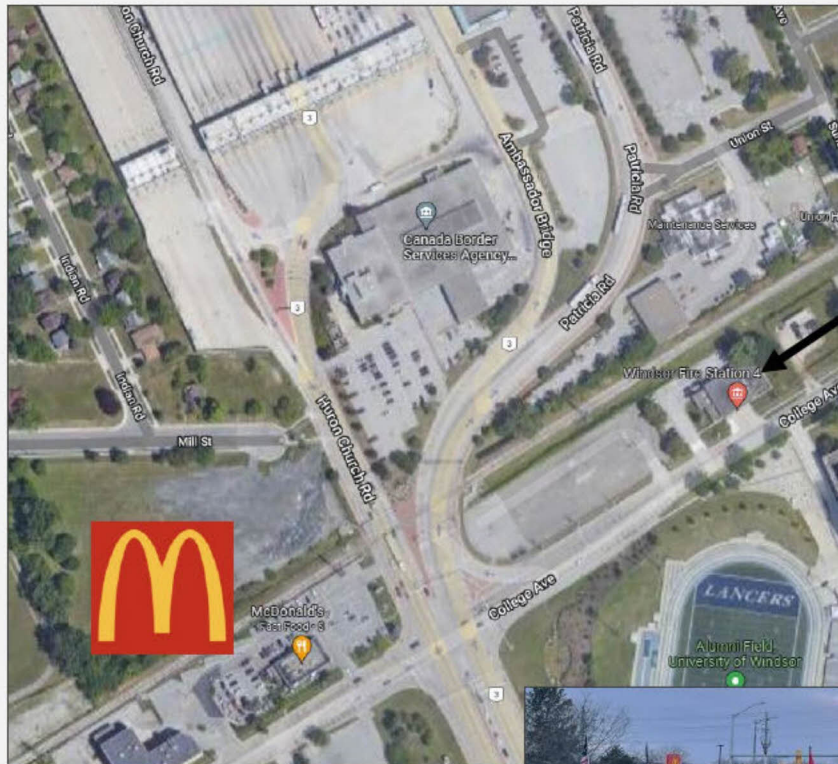
Statistics

- Windsor/Detroit trade corridor is the busiest commercial border crossing in the world
- Local Transportation and Warehousing Sector is made up of 2,600 businesses employing over 10,000 people In Windsor/Essex
- 25% of the trade between the US and Canada crosses the Ambassador Bridge
- **\$ 450 million dollars** of goods crosses per day
- 1/3 of all surface trade between Canada and the US crosses here
- Auto industry alone facing losses upward of **\$988 million dollars** over seven days

- **\$141 million dollars** worth of auto parts and vehicles cross per day
- 70% of all greenhouse produce is exported to the US via the Ambassador Bridge
- There are 3200 acres of vegetable greenhouses in Ontario – 80% of those are in Windsor/Essex
- 6,500 Windsor/Essex residents work in the US and use our border points everyday



WHERE?

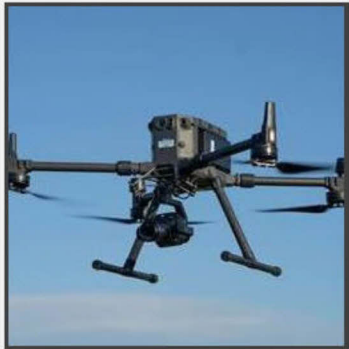


1.04 kms, College to Tecumseh





WHERE?



WHO?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

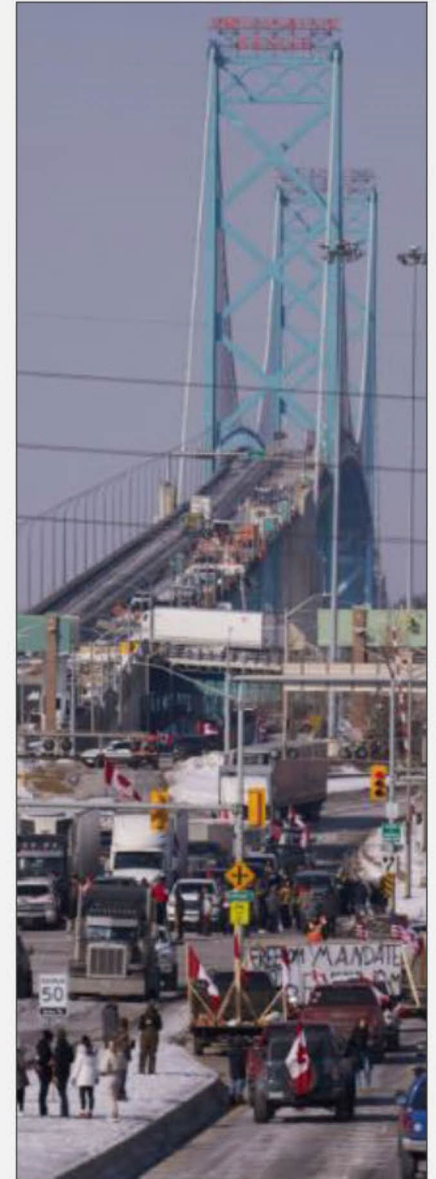
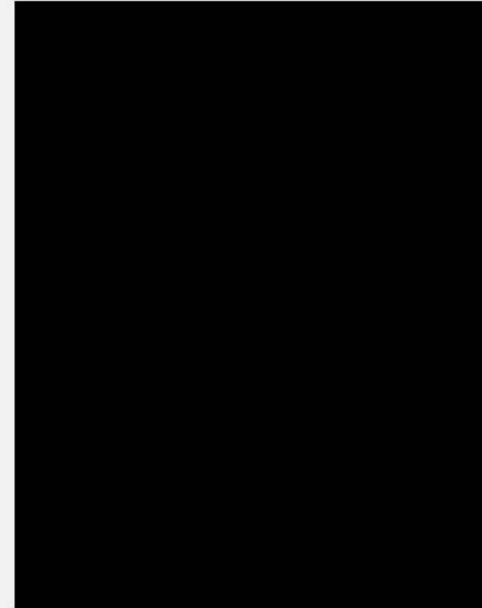
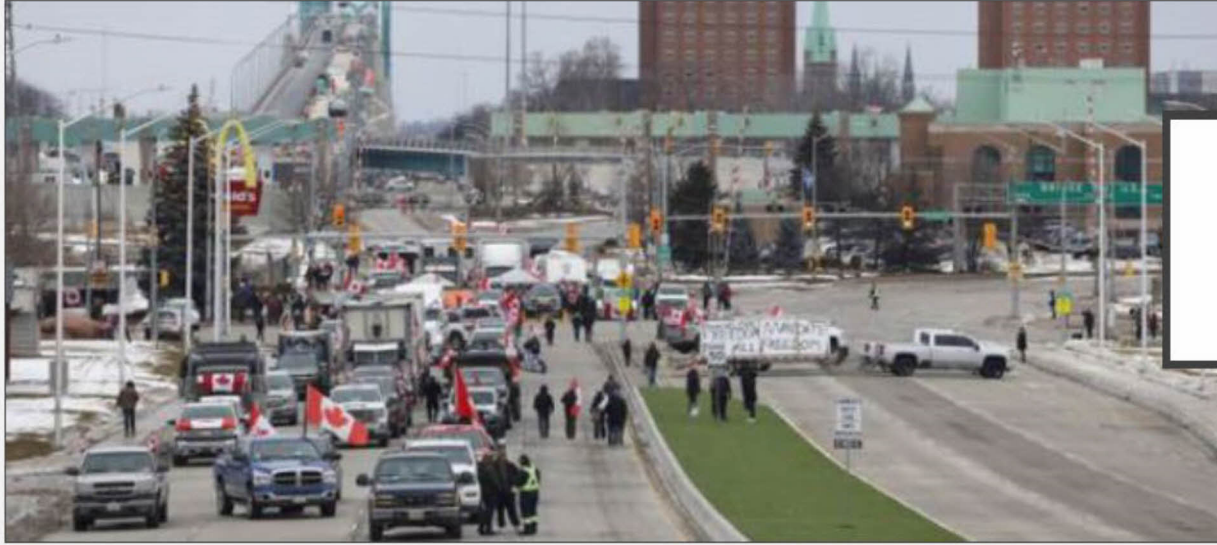
[REDACTED]

[REDACTED]

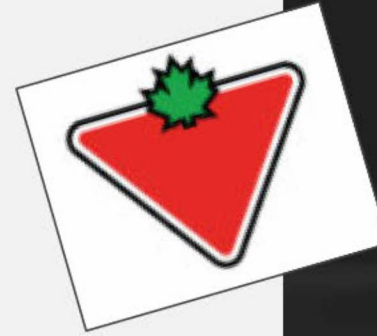
[REDACTED]

[REDACTED]

[REDACTED]



WHO?



WHO?



- London POU Commander's dialogue/comments regarding Ottawa Protesters:

REDACTED

*"Movement was catching on with other blockades
starting to emerge across Canada"*

DAY 1 – FEBRUARY 7TH, 2022

- **Sgt K. Hamlin** and **A/Sgt Birch** (Nightshift, 1818 hrs) were detailed to attend the Convoy in the initial stages. When police (3 officers) first got there, the crowds wanted their attention and were in their faces with phones, shouting, swearing and taunting them.
- **Hamlin and Birch** attempted to speak to the crowds to try to come to some sort of resolution or agreement. This proved effective with only parts of the crowd. The most difficult thing was 'they' were unorganized protestors. There was initially no one spokesman, everyone had different opinions and agendas. Very quickly the crowd started to chant and become aggressive, swarming them and they could see that the situation was devolving so they retreated back to the cruisers to reassess.
- Patrol were completely outnumbered and it was evident they wanted a confrontation so their hands were tied until we they more resources. Plans were put in to place to have additional police personnel from other services attend, so they could deal with the evolving situation and numbers of people attending the protest.



C5 18794 MORDUS, STEPHANIE on 19:27 Mon Feb 07 2022

(M) : RAC FROM A TRUCKER DRIVER JUST SOUTH OF TECUMSEH AT HURON CHURCH ADVISING THAT TRUCK DRIVERS ARE GETTING OUT OF THEIR TRUCKS AND WALKING NB WITH TIRE IRONS IN THEIR HANDS, **REDACTED**

As of 14:07:34

Unit/Service	Officer(s)	Dispatched	Enroute	At Scene	Cleared	Dispatched
1A12	REDACTED	BOUVERAT, ROCH	22-02-07 06:22	22-02-07 06:22	22-02-07 06:22	22-02-07 11:30
1A32	REDACTED	THERIAULT, JEFFREY	22-02-07 06:42	22-02-07 06:42	22-02-07 06:42	22-02-07 10:58
1A22	REDACTED	HERGOTT, BRENDAN	22-02-07 07:10	22-02-07 07:20	22-02-07 07:29	22-02-07 21:38
1A13	REDACTED	SPRATT, ERICKA	22-02-07 07:48		22-02-07 07:54	22-02-07 21:51
2A51	REDACTED	ARMSTRONG, CALE	22-02-07 09:26		22-02-07 09:26	22-02-07 22:09
2A52	REDACTED	DEARSLEY, KENNETH	22-02-07 09:26		22-02-07 09:31	22-02-07 23:21
1S14	REDACTED	HLADKI, JAMES	22-02-07 10:02	22-02-07 10:02	22-02-07 10:02	22-02-07 16:35
1S76	REDACTED	NOSELLA, ANTHONY	22-02-07 10:02	22-02-07 10:02	22-02-07 10:02	22-02-07 10:58
1S74	REDACTED	ASHTON, SHAUN	22-02-07 10:49	22-02-07 10:49	22-02-07 10:49	22-02-08 00:39
5W02	REDACTED	SHEPLEY, JESSICA	22-02-07 10:49	22-02-07 10:49	22-02-07 10:49	22-02-08 00:22
5W08	REDACTED	AHAD, GEORGE	22-02-07 10:49	22-02-07 10:49	22-02-07 10:49	22-02-08 00:22
1S09	REDACTED	EVANS, MORGAN	22-02-07 10:57	22-02-07 10:57	22-02-07 10:57	22-02-07 16:50
1A32	REDACTED	THERIAULT, JEFFREY	22-02-07 11:02	22-02-07 11:02	22-02-07 11:02	22-02-07 18:25
1S76	REDACTED	NOSELLA, ANTHONY	22-02-07 11:25	22-02-07 11:25	22-02-07 11:25	22-02-07 19:32
1A20	REDACTED	RYAN, PATRICK	22-02-07 13:35	22-02-07 13:36	22-02-07 13:40	22-02-07 22:17
1S58	REDACTED	BRNARDIC, STEVEN JOSEPH	22-02-07 14:25	22-02-07 14:25	22-02-07 14:25	22-02-07 17:28
9K11	REDACTED	DEGRAAF, KAREL	22-02-07 14:58	22-02-07 14:58	22-02-07 14:58	22-02-07 23:38
1S14	REDACTED	HLADKI, JAMES	22-02-07 16:46	22-02-07 16:46	22-02-07 16:46	22-02-07 21:34
1E33	REDACTED	RUCCOLO, ERICA	22-02-07 18:17	22-02-07 18:20	22-02-07 18:31	22-02-08 00:57
1S85	REDACTED	HAMLIN, KHRISTY/11153 ...	22-02-07 18:18	22-02-08 04:11	22-02-08 04:11	22-02-08 05:54
1E24	REDACTED	WOJDYLO, PATRICK	22-02-07 18:22	22-02-07 18:23	22-02-07 18:38	22-02-08 04:13
1E22	REDACTED	ZELENY, DANIEL	22-02-07 18:23	22-02-07 18:25	22-02-07 18:31	22-02-07 22:32
12	FIRE		22-02-07 18:24			
1E23	REDACTED	YACOB, ANDREW	22-02-07 18:33	22-02-07 18:36	22-02-07 18:38	22-02-08 05:53
1E34	REDACTED	SHAW, KYLE	22-02-07 18:34	22-02-07 18:34	22-02-07 18:40	22-02-08 07:15
33	TOW		22-02-07 18:36			
1E10	REDACTED	ADAM, MATTHEW	22-02-07 18:38	22-02-07 18:39	22-02-07 18:48	22-02-07 22:30
1E11	REDACTED	CALCE, MICHAEL	22-02-07 18:44	22-02-07 18:46	22-02-07 18:48	22-02-07 22:29
1E35	REDACTED	ROLAND, CONNOR	22-02-07 18:54	22-02-07 19:06		22-02-07 19:14
1S61	REDACTED	GLAVIN, BRENT/11153 BIRC...	22-02-07 19:00	22-02-07 19:00	22-02-07 19:19	
2E42	REDACTED	SWEET, AJAY/13204 DONI...	22-02-07 19:02	22-02-07 19:02	22-02-07 19:02	
2E50	REDACTED	CORRENT, JACOB/11423 JO...	22-02-07 19:03		22-02-07 19:04	
1E01	REDACTED	PENNER, HEINRICH/20671 R...	22-02-07 19:04	22-02-07 19:05	22-02-07 19:18	
1E20	REDACTED	MACNEIL, BRETT	22-02-07 19:07	22-02-07 19:10	22-02-07 19:14	
1E30	REDACTED	SNYDER, TREVOR	22-02-07 19:07	22-02-07 19:08	22-02-07 19:21	
1F81	REDACTED	KNUDSEN, NICHOLAS/19591 ...	22-02-07 19:16	22-02-07 19:21	22-02-07 19:28	
2E52	REDACTED	GUARINO, MATTHEW	22-02-07 19:20		22-02-07 19:20	
1E13	REDACTED	SCOTT, DUNCAN	22-02-07 19:28	22-02-07 19:28	22-02-07 19:39	
7K01	REDACTED	TREMBLAY, MARC	22-02-07 19:31	22-02-07 19:31	22-02-07 19:31	22-02-08 07:02
7K03	REDACTED	MELOCHE, KEN	22-02-07 19:31	22-02-07 19:31	22-02-07 19:31	22-02-08 00:27
7K05	REDACTED	MONTIGNY, LANCE JOSEPH	22-02-07 19:31	22-02-07 19:34	22-02-07 20:11	22-02-08 00:03
2E43	REDACTED	ADJETEY-NELSON, JAMIE	22-02-07 19:33	22-02-07 19:33	22-02-07 19:33	22-02-08 01:00

Feb. 7, 2022

Chronological Events

02-07-2022 06:22:41 DSP1 0254 WHITE, JANE Status Change
 AS 19186 BOUVERAT, ROCH HURON CHURCH
 RD AT TECUMSEH RD W

02-07-2022 06:42:39 DSP1 0254 WHITE, JANE Status Change
 AS 20957 THERIAULT, JEFFREY HURON
 CHURCH RD AT TECUMSEH RD W

02-07-2022 06:42:47 DSP1 0254 WHITE, JANE Status Change
 AS 20957 THERIAULT, JEFFREY HURON
 CHURCH RD AT TECUMSEH RD W

02-07-2022 07:10:35 DSP1 20851 NOBLE-BUNN, ALYSSA Status Change
 DP 21368 HERGOTT, BRENDAN HURON
 CHURCH RD AT TECUMSEH RD W

02-07-2022 07:10:49 DSP1 20851 NOBLE-BUNN, ALYSSA Status Change
 DP 21368 HERGOTT, BRENDAN MALDEN/HIC//

02-07-2022 07:20:19 1A22 21368 HERGOTT, BRENDAN Status Change
 ER 21368 HERGOTT, BRENDAN

02-07-2022 07:29:40 1A22 21368 HERGOTT, BRENDAN Status Change
 AS 21368 HERGOTT, BRENDAN

02-07-2022 07:48:45 DSP1 20851 NOBLE-BUNN, ALYSSA Status Change
 ** CONFIDENTIAL **

Call For Service - WI 2022-10454 CLEARED

Overview

Call #
WI 2022-10454Call Date
2022-Feb-07 06:22:13Call Type
049 - TRAFFIC CONTROL/BORDER CROSSINGSFinal Call Type
049 - TRAFFIC CONTROL/BORDER CROSSINGSClass
T



AREAS TO IMPROVE/SUCCESSSES (INITIAL PATROL RESPONSE)

- 'Ops Plan' was somewhat unreliable in the beginning; no specific plan in place when the bridge was first shut down
- Extremely resource intensive; only a fraction of patrol officers remained to take calls for service while the majority maintained points on Huron Church; patrol personnel were totally burned out
- Overtime became an immediate concern. The majority of the platoon would be required to remain past their scheduled shift time with few options in place for staffing levels the following day should OT become prolonged
- There was no clear guidance for shift supervision regarding OT and call-in of staff resources in the initial phases
- A plan of action had to be quickly developed to convey operational deployment information to the next shift and coordinating a seamless handoff with the incoming platoon
- With the incoming platoon, shortages of equipment became apparent. There were not enough tasers, or police vehicles to cover off the overlap of shifts making the initial transition challenging.
- The lineups to get equipment were lengthy making the handoff even longer
- A lot of Call In's were done to officer's work phones, that were off or on nights. Windsor officers advised they would have come in had they been notified on their personal phones
- Officers were upset that other services were contacted to come work for double time before Windsor officers were given the opportunity
- Officers questioning why we waited so long to act on injunction

- Officers remained professional and didn't complain about the inclement weather
- The food provided was top notch and officers were extremely grateful
- Officers maintained an unbiased and impartial attitude to all sides
- Officers were professional and patient even after working extended hours
- Dividing the area into Zones made it so much more organized and easier for handoffs.
- The Flyers were helpful as well as the information sheets provided
- Officers were well paid the entire time
- Everyone came together and all services worked well together – great JFO effort
- Felt very supported by Admin – we had direct contact with Incident Commanders which was very beneficial
- Having training branch as a set up point was perfect
- Briefings and transportation from training became more efficient with each shift
- Other services were blown away with the treatment by the Windsor Police



PC RHOADS AND PROTESTORS

“Negotiating”

Reply to REDACTED comment
Can you post without music the last bit was great



CRITICAL INCIDENT COMMAND(CIC)

- **O. Reg 3/99**
- EMERGENCY RESPONSE SERVICES
- 21. (1) Police forces shall include the following emergency response services:
 - 1. Tactical unit.
 - 2. Hostage rescue team.
 - **3. Major incident commanders.**
 - 4. Crisis negotiators.
 - 5. Police explosive forced entry technicians.
 - 6. Explosive disposal technicians. O. Reg. 3/99, s. 21 (1).



O. Reg. 3/99: ADEQUACY AND EFFECTIVENESS OF POLICE SERVICES

under *Police Services Act, R.S.O. 1990, c. P.15*

CIC



Resolution 2016-04

Incident Response – Provincial Best Practices Guidelines Framework
Approved at the 65th Annual General Meeting, June 29th, 2016

- WHEREAS on June 24, 2009, the OACP passed resolution 2009-09 to adopt Emergency Measures Ontario's **Incident Management System (IMS)** for Ontario Police Services and to work with the Ministry of Community Safety and Correctional Services' Emergency Management Ontario and other municipal, provincial, and federal stakeholders to ensure that Ontario police services are supported by appropriate emergency preparedness standards, training, resources, and funding; and
- WHEREAS the 2014 resolution defines "Incident Response" as an organized approach to addressing and managing a potential occurrence or "incident" with the goal of handling the situation in a manner which limits damage and **reduces economic or social losses**. Incident Response in a policing context relates to such events as **major events** and disasters, **public order**, search, and barricaded persons/hostage rescue,

CIC



- **WPS CIC's**
 - A/Deputy Chief Jason Crowley
 - A/Supt. Karel DeGraaf
 - Supt Dan Potvin

- (midnights 1900-0700 hrs)
- (days 0700-1900 hrs)
- (days, weekend, Feb 17th thru Feb. 20th)

- Supt. Dana Early
- A/Insp Jamie Smith (I/C)

- (days 0700-1900 hrs)
(midnights 1900–0700 hrs)



SMEAC



SMEAC - AN OPERATIONAL PLANNING TOOL

1. SITUATION

- Operation Overview
- Suspect Information
- Suspect Vehicles
- Location Overview
- Additional Persons on Scene

2. MISSION

- (In one or two sentences)

3. EXECUTION

- Tasks
- Timings
- Movement & Control Measures

4. ADMINISTRATION

5. COMMAND & COMMUNICATIONS

MISSION: POU and Tactical will support uniform front-line to prevent individuals and/or vehicles from entering the AO in order to maintain traffic flow to Ambassador Bridge. Officer and public safety paramount.

MAIN ACTION PLAN:

POU staged at 4285 Industrial Drive, Windsor ON and conduct periodic patrols to observe and ready to deploy to support front-line uniform for crowd management and/or arrest.

IMMEDIATE ACTION PLANS:

If protesting groups amass, POU ALPHA and CHARIE will deploy at the direction the OPP CIC to prevent highway obstruction and maintain traffic flow. POU Command will direct tactical movements.

If an occupant(s) of a vehicle stops in the area of operation and refuse to exit, Windsor Police Tactical will extract from vehicle in order to remove highway blockades.

OPP TRU will support POU ALPHA and CHARLIE as tactically required during POU deployments.

OPP TRU to engage with ARV to conduct Officer Rescue or Extraction as directed by OPP CIC.

If crowd dynamics change and police resources are overwhelmed, mass gas deployment by POU ALPHA as authorized by Critical Incident Commander.

If police are overwhelmed by crowds and the situation becomes volatile. REDACTED

REDACTED

RULES OF ENGAGEMENT:

- Public Order Commander to have Operational Command & Control
- Use of Less Lethal Equipment/Tactics POU Commander, Section Leads

AUTHORITIES:

- Arrest Authority Mischief – Criminal Code
- Use of Force – Section 25 – Criminal Code
- Obstruct Police – Breach of Secure Area of Operation
- EMPCA – POA Legislation can be used post Criminal Code Arrest – Not prior.

MISSION: POU and Tactical will support uniform front-line to prevent individuals and/or vehicles from entering the AO in order to maintain traffic flow to Ambassador Bridge. Officer and public safety paramount.

CIC/SMEAC

MISSION

Mission

The OPP: our policing partners will keep the peace, enforce legislation, establish & maintain the safe flow of traffic and respecting individuals Charter Rights to peaceful assembly: Freedom of Speech with public: officer safety being paramount.

Main Action Plan

Maintain a safe flow of traffic to and from the Ambassador Bridge.

IMMEDIATE ACTION PLAN- HWY BLOCKADE

REDACTED

IMMEDIATE ACTION PLAN- HWY BLOCKADE ESTABLISHED

REDACTED

IMMEDIATE ACTION PLAN- COUNTER PROTESTS

REDACTED

IMMEDIATE ACTION PLAN- CRITICAL INFRASTRUCTURE COMPROMISE

REDACTED

SCRIBES

1614



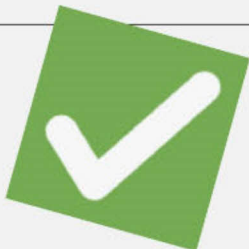
DATE/TIME	CIC	NOTES	SCRIBE
5 0834		REDACTED phone call to REDACTED Inspector Lawrence providing an update	FAIRLIE
0845		REDACTED -Dispatch - confirming no traffic to come onto EC Row in either direction Patrol advising had only blocked NB. REDACTED blocking both SB & NB	FAIRLIE
0850		Round Table - Earley-to Intell - no ev of further protest, to Logist - get front line in there, to Border - open bridge, Media-enf continuing, zero tolerance, to traffic - open lanes, may prohibited side streets, PLT-thank ppl, Stay away	FAIRLIE
0855		Scribe REDACTED dispatch asking if D/C Bellaire approved ETR train to go through. Plan still be approved	FAIRLIE
0856		REDACTED -Media - approved media tweet	FAIRLIE
0856		REDACTED - work on traffic plan	FAIRLIE
1 0858		Disp-Scribe advising train went through, REDACTED advised	FAIRLIE
2 0905		REDACTED -Scribe adv Dispatch to remove unit from AMPM yard & head towards POU line	FAIRLIE
0907		REDACTED phone call- REDACTED Sgt Ashton assigned to be the IC for patrol units taking over from POU at HC/Tec (48 ofcrs OPP 38 & WPS28 ofcrs) REDACTED briefed REDACTED on expectations: arrests, tows, etc	FAIRLIE
0914		Disp REDACTED plaza owner Freshco Plaza REDACTED advising peds can be removed & trespassed if part of the protest	FAIRLIE
0916		CBSA REDACTED 1hr notice to go live	FAIRLIE
0916	REDACTED	REDACTED -Scribe need specific wording from plaza owners to confirm what they own, buildings. p/lots & all his info. Scribe assigned to E911 Sup.	FAIRLIE
0922		Earley REDACTED info that protesters may be headed to tunnel. REDACTED -disp provide additional units	FAIRLIE
0928		REDACTED Scribe confirmed with REDACTED	FAIRLIE
0941		REDACTED call cells to confirm protest arrest & charges	FAIRLIE
0944		REDACTED cells advising 13 arrests from todays arrests at the protests	FAIRLIE
0947		REDACTED phone call to REDACTED Sgt Ashton advising to liaison w/OPP W Burrow w/respect to barriers/plan etc	FAIRLIE
0950		REDACTED Earley London POU clearing out p/lot of people & vehs, S/Sgt Caffarena conf w/W.Burrow & S/Sgt Dicarlo	FAIRLIE
0957		REDACTED Major Crime is going to confirm # of arrests	FAIRLIE
1004		REDACTED - 30 media at Freshco lot Tec/HC Disc about what to with them	FAIRLIE
1006		REDACTED Earley Media disc media post	FAIRLIE
1011		REDACTED 4 small media at Fresco lot	FAIRLIE
1016		REDACTED 15 ofcrs at HC/Tec plaza that will be available	FAIRLIE
1017		REDACTED Earley -9K14 disc about HC road plan & staffic plans. Disc about RCMP, future OPP plans	FAIRLIE
1020		REDACTED 9K14 check if RCMP	FAIRLIE
1024		REDACTED Scribe ex wording about Tec/HC plaza. Confirmed from Disp REDACTED owns entire plaza & p/lots from The Source to the south (Tec to Totten) both vehs & trespassers can be removed. Info given to PLT	FAIRLIE
1030		REDACTED - confirmed media post to send ppl to media station	FAIRLIE

- Andrea McLeod, Marybeth Fairlie, Mari-Tricia Brooks (8 hour shifts)
- 1614 entries (Feb 7th to March 1st, 23 days – 70 entries per day)
- Handwritten notes
- Integral part of the CIC Team at the EOC

CIC TAKEAWAYS

What Did We Do Well

- WPS was quick to act on recommendations and suggestions.
- Training branch location was ideal for the incident and large enough to be able to secure the people and vehicles.
- Excellent in being able to provide contacts and resources for the incident. Links with City of Windsor were essential for the plans to be effective.
- WPS was receptive to new approaches and perspectives
- EOC was very functional and optimal setting for the Command Team.
- WPS Command officers were supportive and communicated effectively to achieve the team's goals.



Recommendations for Improvement

- Ensuring at outset of an incident the event is sufficiently resourced not only in terms of personnel on ground, but the support to the incident as well (logistics, planners, scribes, etc.)
- Strong command presence not only within the CP but ensuring attendance on scene and in staging area. This allows for an overview of the site and to speak with members on ground who can often provide suggestions to support operations.
- Difficulty with determining the number of WPS members available for staffing per shift – would have better supported the event to have a firm number that would be provided each shift.
- Needed WPS to be more engaged with collaborating on operational plans. WPS members have best idea of the area and implications of decisions and should be embedded in decision making matrix.
- Better communication was needed between command/scheduling at staging area and at CP to ensure that actions were explained, understood, and completed.



AREAS FOR IMPROVEMENT

EOC

- Not enough parking
- Lack of kitchen/food prep area in the EOC room
- Lack of trained personnel to perform the duties of the Emergency Planning Office

WPS

- At times, established path of communication to City staff such as public works, engineering, fire, etc. broke down, however, was remedied quickly
- CCG and City administration unsure how to integrate their role with respect to WPS IAP
- Request for provincial request for assistance (RFA) process needs to be better understood by all – this can be addressed during annual EOC training

EOC – FUNCTIONALITY

WHAT DID WPS DO WELL?

EOC

- Technology supported the event
- Facility performed mostly as expected
- Good communication between IC and Emergency Planning Officer
- WPS had implemented an appropriate IAP
- CEMC directed efforts to ensure all city actions anticipated or otherwise, fit within the IAP and communication took place prior to any city action



PROVINCIAL LIAISON TEAM (PLT)

- PC Maggie Young was assigned as a WPS liaison to work alongside the OPP – PLT Team. PLT arrived on Feb. 8th.
- **Main issue on ground was that the Protestors didn't have ONE organizer. Created issues significant negotiation issues.**
- Assignment was to attend businesses along Huron Church Road who were affected by the cement barriers that had been placed along the road. Customers had limited access to these businesses. There were a small number of businesses who had no rear access and had been greatly affected by the barriers. This early morning approach went a long way with owners.
- Most business owners just wanted their issues to be heard by officers.

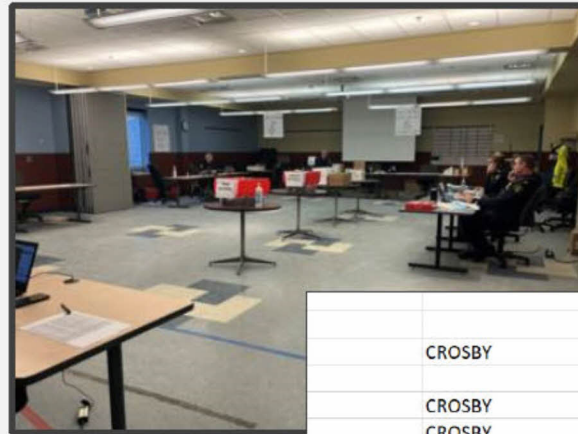


Ontario Provincial Police ✓
@OPP_News

The Provincial Liaison Team is part of the OPP response to events such as demonstrations and protests. Their primary focus is relationship building and opening lines of communication with involved parties. Learn more here: bit.ly/2Sz4EGA

- The following day, PC M. Young returned to the EOC and acted as a liaison for any incoming complaints from businesses on Huron Church Rd. She received approximately 4-5 emails from Inspector Lawrence, which were directly sent to OPP – PLT and dealt with immediately.
- Most of the businesses just wanted to be acknowledged for the inconvenience.
- Owner of Fred's Farm Fresh was extremely upset as on Valentine's Day and he had 500 dozen roses that he did not believe he would be able to sell due to the barriers. PLT assigned POP to assist him with other issues he found concerning.

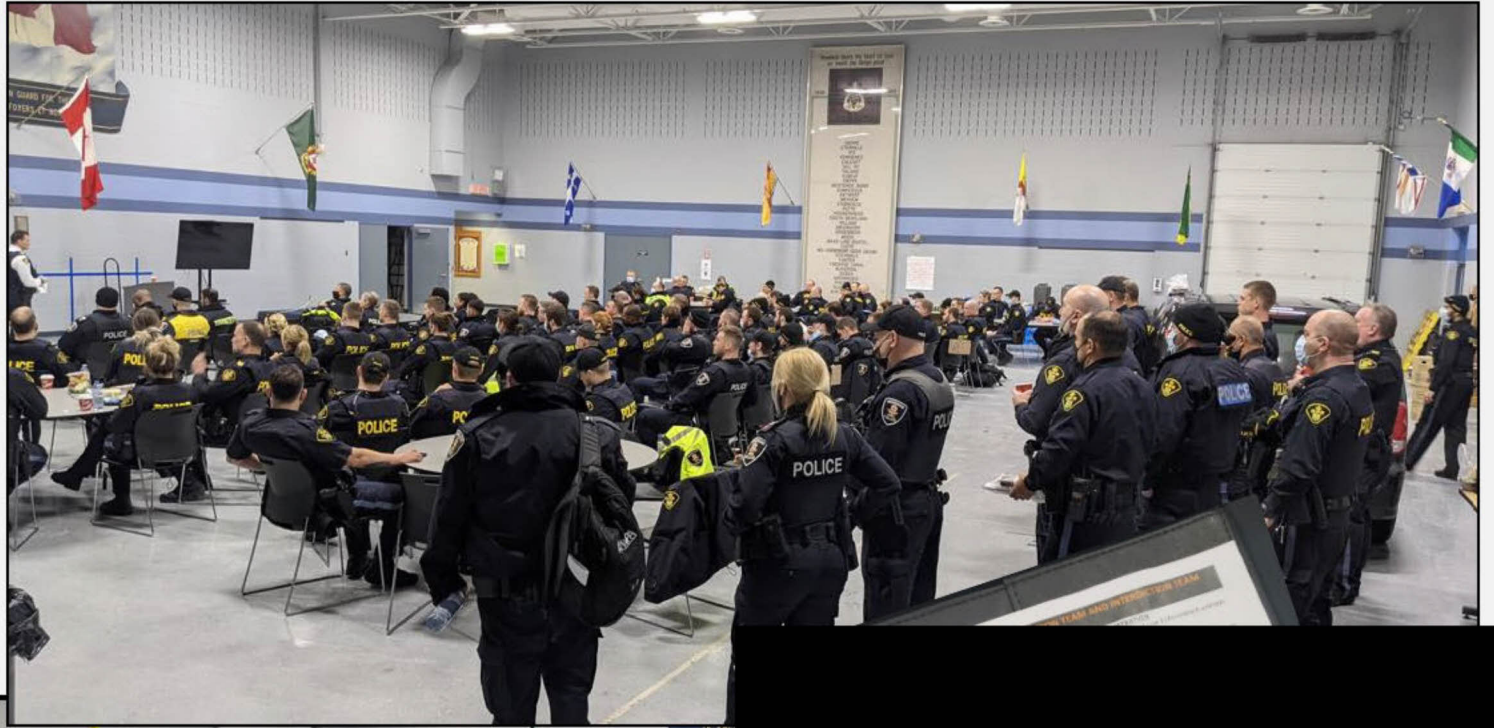
LOGISTICS



	A	B	C	D	E	F	G	H
		OPP			WPS			TOTAL
		PC	NCO	TOTAL	PC	NCO	TOTAL	
	Thursday (02/17) - Nights	50	16	66	47	6	53	119
	Friday (02/18) - Days	87	19	106	47	7	54	160
5	Friday (02/18) - Nights	48	13	61	47	8	55	116
6	Saturday (02/19) - Days	80	18	98	26	10	36	134
7	Saturday (02/19) - Nights	46	11	57	41	11	52	109
8	Sunday (02/20) - Days	77	14	91				
		39	10	49				

NAME	BADGE	ASSIGNMENTS		CALL SIGN	CELL
		RADIO	IT - DAYS		
Sgt. Goodlett					
PC Renton					
PC Javlic					
Cst Deneau					
Sgt. Ashion					
Cst Shepley					
Cst Rettig					
PC Cagnier					
Sgt. O'Grady					
PC Kokes					
Sgt. Carbone					
Cst Kaufmann					
DC Cenili					
Cst Corrent					
PC Dudley					
Cst Ellenberger					
Cst Soutane					
PC Donnelly					
Cst Gillis					
PC Dugas					
Sgt. Tronon					
PC Cameron					
PC Wheeler					
PC Phair					
Sgt. Johnson					
Cst Ratchman					
Cst George					
Cst Hiller					
Sgt. Matheson					
PC Wheeler					
Sgt. Antal					
Cst Halla					
Cst Karhani					
Cst Hoeksma					
PC Sidley					
PC Lentz					
PC Kasse					
PC O'Rourke					
Cst. Lefler					
Cst. Ruccolo					

	CROSBY	LIAISE WITH PLT/PATROL- PATROL NEEDS TO BE NOTIFIED OF ANY ASSISTANCE OR STRATEGY	
	CROSBY	UPDATE VIA DISPATCH AS REQUIRED	IN-PROGRESS
	CROSBY	DECISION NEEDS TO BE MADE AND ATTACHED TO THE ORDER	
	CROSBY	AS SOON AS POSSIBLE	IN-PROGRESS
	MURPHY	EMAIL REQUEST FOR SNOW BRUSHES, WASHER FLUID REQUESTED EARLIER	COMPLETED
	MCB	MCB FOLLOW UP REQUESTED TO CONTINUE INVESTIGATION	IN-PROGRESS



LOGISTICS

EOC

Insp. Jen Crosby	12 hr days
Insp. Marc Murphy	12 hr nights
A/Insp. Wendy Burrow (days)	OPP
A/Insp. Jamie Smith (nights)	OPP
Insp. Derek Needham	OPP
Sgt. Leah McFadden	(days)
Sgt's Ray Hamlin/Brain Hayes	(days)
Emily Bertram	WFRS

Training Branch

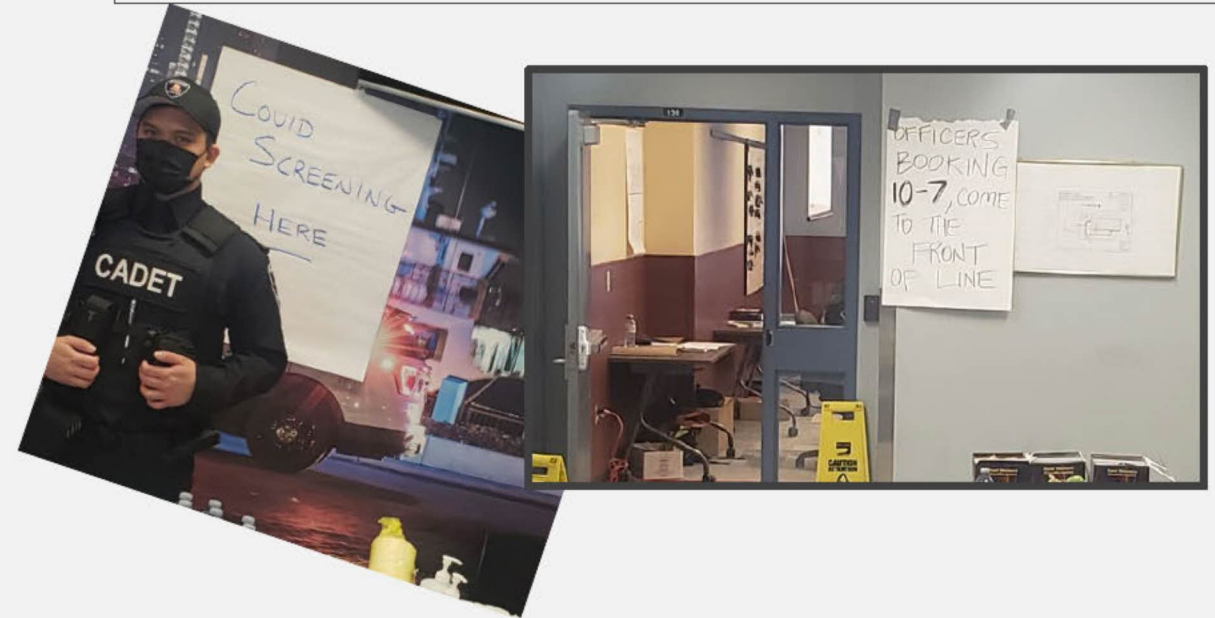
Insp. Ed Armstrong	Logistics/Dep
S/Sgt Chris Werstein (days)	OG OIC
S/Sgt Sue Garrett (nights)	OG OIC
S/Sgt Dave Barnaby (nights)	OPP OG OIC
S/Sgt Joe Faddoul	Scheduling
S/Sgt Duke Ing	OG CIC
A/S/Sgt Laura Lee Brown	OPP Logistics
Sgt. Ken Price	Food
Sgt. Rob Wilson (days)	Deployment
Sgt Del Bal (nights)	Deployment



LOGISTICS/DEPLOYMENT (INITIALLY)

- WFRS (Station # 4) in the Training Branch Lounge when TB personnel arrived in the morning. Had slept on mats that night.
- **Wednesday, Feb. 9th**, OPP/Waterloo POU started arriving at the TB, in multiple vans the early in the week. TB had not been given the heads up
- **Thursday, Feb. 10th** (2000 hrs). TB contacted by EOC and told to take care of “everything”
- Started assigning TB personnel to the numerous tasks (radios, deployment, food, drivers. Zone Sgt's)
- OPP assigned two officers for logistics and IC roles

- TB started addressing the following:
 - Traffic points
 - Supervision (WPS Sgt. for each zone)
 - Reliefs/Food
 - Plan for each intersection and Zone if protest starts (IAP for each)
 - Develop Medical Safety Plan (created SMEAC)



INITIAL DEPLOYMENT

- Had to assign officers to the following:
 - Intersections
 - Supervisors (Zones and Roaming)
 - QRT/IT
 - Buses (drivers)
 - Food
 - COVID Screening
 - Security
 - **REDACTED**
 - Hotel Parking Lots
 - Mic Mac (Tow Trucks, short notice)
 - TB front entrance
 - Dock

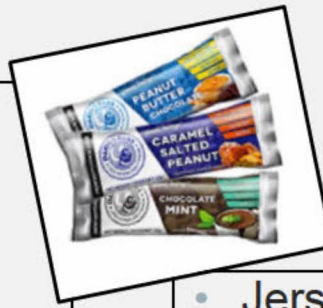


- Initial Scheduling Issues:
 - TB was calling officers themselves. Not many officers wanted the OT. TB had to plead for them to come in
 - Initially, numbers required didn't match what OPP officers were included in the count
 - Not enough officers the following shift which led to extremely long shifts, waiting to be relieved
 - OPP started keeping their radios to streamline the process. Still 14 hour shifts
 - Five days before a Staff was assigned to assist with scheduling
 - OPP had Auxiliaries assigned within two days. Took us a week to agree that our Auxiliaries could assist while being paid.



Responsibilities

- Accommodations (for all out of town officers)
- Food (EOC and POU)
- Finances (Petty cash management at EOC)
- Bus rentals (warming buses for patrol, POU transportation, City transportation buses for patrol from HQ to Training Branch)
- Equipment rentals/purchases/tracking etc for front line and POU
- POU site set-up and take down (schedule rentals, deliveries, purchases, liaise with POU for immediate needs)
- Hotel invoice audits for payment submission
- Bus driver scheduling (our drivers for warming buses)
- Cleaning services for warming buses
- Dry cleaning for out of town officers



LOGISTICS

- Jersey barrier set-up and take-down
- Set-up and monitor warming bus locations; move as needed
- Arrange secured parking for out of town police vehicles
- Liaise with City for utilization of resources (trucks, wooden barriers, traffic signs, traffic barrels, message boards)
- Dealt with public complaints re: barricades blocking access
- Liaise with officers on ground, at Training Branch to ensure logistical needs met
- Liaise with University of Windsor, Windsor EMS, WFRS
- Continue to update Chief's office, when necessary, on Logistical requirements



LOGISTICS - SCHEDULING

FEB 22 - DAYS	FEB 22- NIGHTS	WED FEB 23 - DAYS	FEB 23 - NIGHTS	THURS FEB 24 - DA	FEB 24 - NIGHTS	FRI FEB 25 - DAYS	FE
8		41		41		9	
42		9		10		47	
	37		6		6		
	4		40		40		
1	2	1	3	1	3	0	

Timeline

Feb. 7th **Start of convoy**, ESU Sgt's (D'Alimonte and MacDougall) – Fast Action Response only

The ESU Sgt's began scheduling and deployment (could have used a Scribe)

Initial patrol deployment began with scheduling out of HQ by the Staff Sergeant (Standard and Campbell) and the deployment was done out of the fire hall on College. – this did NOT work at all

Feb 8th Sgt Bal, took over deployment scheduling

Feb 9th Sgt McKee added on Nights (out of the TB) to assist

Feb 12th Rosters (scheduling of officers) and deployment of officers became completely separate due to the complexity of each task

S/Sgt Faddoul and Sgt McKee took over as the schedulers (Nights of the 12th)

Feb 16th McKee tasked with coming up with other shifts and/or collapsed shifts to meet operational needs

Feb 21st Shifts collapsed (21st until the 27th)



SCHEDULING



- Feb 21st – 27th Collapse shifts
- Feb 24th/25th OPP to Ottawa and our minimums began to decrease as Huron Church coverage lessened
- Feb 28th Shifts reformed
 - Convoy deployment became a DIGS, Target and POP detail. – OT call in from patrol – 21 officers (2 Sgt and 19 PC's), McKee became completely responsible for all the scheduling
- March 7th DIGS was excused from the Convoy. Target and POP were still detailed and call-in when needed. – 16 officers (2 Sgts and 14 PC's)
- March 14th Target was excused – POP and call-in were primary
8 officers (1 Sgt and 7 PC's)
- March 21st POP and call-in – 6 (1 Sgt and 5 PC's)
- March 28th 0600 hrs, Convoy scheduling concluded

THE MINIMUM OFFICERS REQUIRED WITH THE OPP PROVIDED 50 OFFICERS					
FEB 21 - NIGHTS	TUES FEB 22 - DAYS	FEB 22- NIGHTS	WED FEB 23 - DAYS	FEB 23 - NIGHTS	
8	42	8	9	41	
37		37		6	
5		4		40	
0	1	2	1	3	
2- 1 STARTS AT 1300	2 3 - 15 STARTS AT 1300	2 3 - 15 STARTS AT 1300	2 3 - 1 STARTS AT 1300		
44	53	46	53	52	
94	103	96	103	102	
4	13	6	13	13	
8	8	8	8	8	
PLATOON 2 AND 3 - STRAIGHT DAYS					
PLATOON 1 AND 4 - STRAIGHT NIGHTS					

MOU –WPA

- MOU developed because WPS was experiencing an “unprecedented demand for resources”.
- WPS determined “emergency changes” to the existing 2016 12-hour shift MOU were required.

• **REDACTED**

- Both parties (WPA and WPSB) agree, that due to exigent circumstances, scheduling changes are necessary.
- Signed Feb. 25, 2022
- Primary change, collapsed shifts and FRO days.

- a) Effective February 21, 2022, all Uniformed Patrol officers will be required to work mandatory Overtime. No regular days off unless resources allow. Current 12-hour schedule rotation will collapse from four platoons to two platoons, with one platoon working steady nights and the other working steady days.
- b) Effective February 21, 2022, all members of Station 1, Platoons 2 & 3, will report to Headquarters and be ready for deployment and on the bus by 0500hrs. Members of Platoons 2 & 3 will work 0500-1700hrs (or until relieved) until further notice. All rest days are cancelled effective February 21, 2022.
- c) Effective February 21, 2022, all members of Station 1 Platoons 1 & 4 will report to Headquarters and be ready for deployment and on the bus by 1700hrs. Members of Platoons 1 & 4 will work 1700-0500hrs (or until relieved) until further notice. All rest days are cancelled effective February 21, 2022.
- d) All previously approved Furlough/Lieu Time will be honored. All officers who are scheduled on Furlough, including their “FRO” days, are not required to attend work. For the purposes of this Agreement, FRO days are defined as the regular days off before and after the vacation block.
- e) Members will be provided the option to rescind all or a portion of their previously booked Furlough/Lieu Time, in order to be available for scheduling.
- f) Sworn members assigned to specialty units outside of Patrol will be considered for deployment on an as needed basis to ensure continuity of operations in the Investigation Section.

LOGISTICS – PERSONNEL/EQUIPMENT DEPLOYMENT

Personnel, Vehicle, Radio and Equipment Deployment

- February 10, 2022 at 2000hrs, Sgt. Wilson and Sgt Bal assigned to manage the deployment of all personnel (WPS, OPP, RCMP), for intersection and front-line related deployment, other than POU's.
- 0500-2000 hrs (Wilson) and 1700-0800 hrs (Bal) This allowed for a 3 hour overlap during high volume sign in/out periods. This period covered three different start times, WPS O/T 0500hrs, OPP/RCMP 0600hrs, and WPS Patrol 0700hrs. 4 x Constables assigned as well.
- **500+** officers deployed out of the Training Branch per day. **275** officers at peak intervals.
- Initially Logistics ran out of Board Room. Too small, so transitioned to Classroom 1 and 2 (Feb. 12th)
- Deployment of 441 new, fully encrypted portable radios (**REDACTED** batteries, chargers (\$2.5 million+). All accounted for at the end. Got lucky here as the radios had been purchased for upcoming upgrade and a move to individually issued radios.



A large, open-plan office space with several desks, chairs, and people working. The room has a high ceiling with exposed ductwork and fluorescent lighting. The floor is covered with a patterned carpet. There are whiteboards and various office supplies visible.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
MIN	DPL WPS	DPL OPP	FREEDOM CONVOY PROTEST 2022 - OFFICER DEPLOYMENT LIST												
			ON SCENE IC												
			INCIDENT COMMANDER	--- K. DEGRAAF	JAY CROWLEY										
			WPS STAFF SERGEANTS	CHRIS WESTEIN (TB)	JOE FADDOL (TB) SCHEDULING	SUE GARRET-BURAL (TB)									
			OPP STAFF SERGEANT	LAURA BROWN - REDACTED (TB)	DAVE BARNABI (TB)	ROVING IC - S/SGT. Jason McTaggart									
			OPP LOGISTICS SGT'S	BROCKMAN REDACTED	BOYD - REDACTED	JEFFERY - REDACTED									
			WPS LOGISTICS SGT.'S	REDACTED KEN PRICE (TB) FOOD	DOUG PRINCE (TB) FOOD	REDACTED BOHDAL									
				REDACTED ROB WILSON (TB) REDACTED	PERSONNEL DEPLOYMENT	REDACTED - MCKEE	REDACTED - SCHEDULING								
				REDACTED DEL BAL (TB) REDACTED	PERSONNEL DEPLOYMENT	REDACTED - K.YOUNG (TB)	REDACTED - K.SCOTT (TB)								
1	2		WPS SHUTTLE OFFICER'S (1)	GRUDNER	AL-ROUBAIAI (Z356) D'ANGELA-ROBERTS	WPS AUX. HILTON	WPS AUX. JOHNSON								
1		1	OPP SHUTTLE OFFICER'S	WAGNER REDACTED											
	2		WPS CANINE	TREMBLAY	LAUZON	MELOCHE	MONTIGNY								
0			FRONT DESK (1)	WPS AUX. COSTELLO 0600-1800		WPS AUX. CARLEY JOLICOEUR									
6			INTERSECTION / ZONE SERGEANTS	NAME	UNIT ID	CELL NUMBER	NAME	UNIT ID	CELL NUMBER						
	1		HURON CHURCH / TOTTEN - ZONE F/H	KHOURY			NOSELLA								
	1		HURON CHURCH / COLLEGE - ZONE A/C	CAFFARENA			BRNARDIC								
	1		HURON CHURCH / TECUMSEH - ZONE B/D	RICE			GAWADZYN								
	1		HURON CHURCH / MALDEN - ZONE E/G	MAZIAK			ANTAL								
	1		HURON CHURCH / INDUSTRIAL - ZONE (RELIEF)	KELLAM			LOEWEN								
	1		ROAMING SERGEANT	DROUILLARD			REPKO								
			LOCATION	FEB 22- DAYS	S/T	UNIT ID	MARKED VEH.	FEB 22 - NIGHTS	S/T	UNIT ID	MARKED VEHICLE	DPL WPS	DPL OPP		
1			TRAINING BRANCH (1)												
	1		VPS CRUISER - DRIVEWAY	SWYSTUN	0500		YES	EDWARDS	1800					1	
2			401 PATROL (Manning to Provincial) (2) Zone H												
	1		OBJECTIVE TO PATROL 401 (EB/VB) TO IDENTIFY SUPPORT FOR PROTESTERS - PLAIN CLOTHES VEHICLE IS ACCEPTABLE	BOHN	0600		YES	HUTCHISON	1800					1	

QRT Briefing Sheets

NAME	BADGE	ASSIGNMENTS			CELL
		RADIO	CALLSIGN		
		IT - DAYS			
Sgt. Goodlett					
PC Renton					
PC Jevtic					
Cst Deneau					
Sgt. Ashton					
Cst Shepley					
Cst Rettig					
PC Gagnier					
Sgt. O'Grady					
PC Kokas					
Sgt Carbone					
Cst Kaufmann					
DC Cerilli					
Cst Corrent					
PC Dudley					
Cst Ellenberger					
Cst Soufane					
DC Donnelly					
Cst Gillis					
PC Dugas					
Sgt. Thorton					
PC Cameron					
PC Wheeler					
PC Phair					
Sgt. Johnson					
Cst Ramcharan					
Cst George					
Cst Hillier					
Sgt Mathieson					
PC Wheeler					
Sgt. Antal					
Cst Halle					
Cst Karhani					
Cst Hoeksma					
PC Sibley					
PC Lantz					
PC Kassis					
PC ORourke					
Cst. Lefler					
Cst. Ruccolo					

LOGISTICS



What Did We Do Well

- Liaising with community partners
- Communication/updates within EOC to ensure effective and efficient partnerships
- Teamwork-Communication in the EOC amongst a number of outside agencies was exceptional

OPP Input

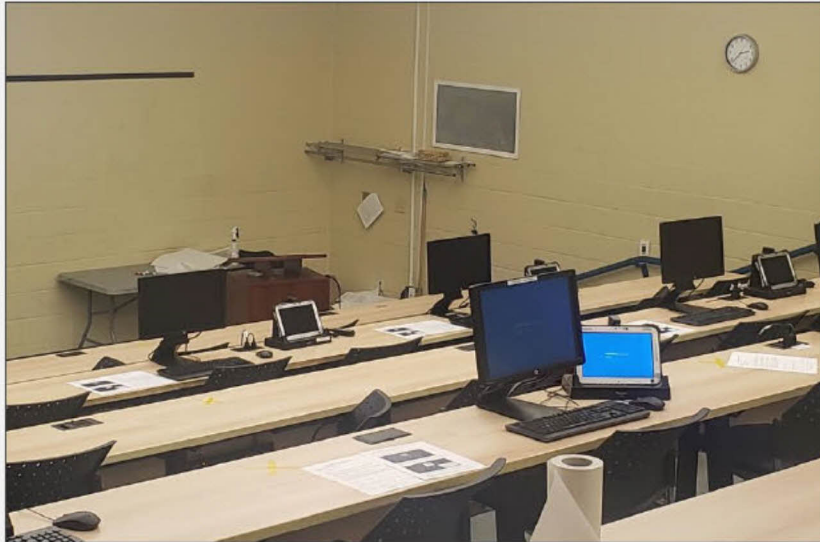
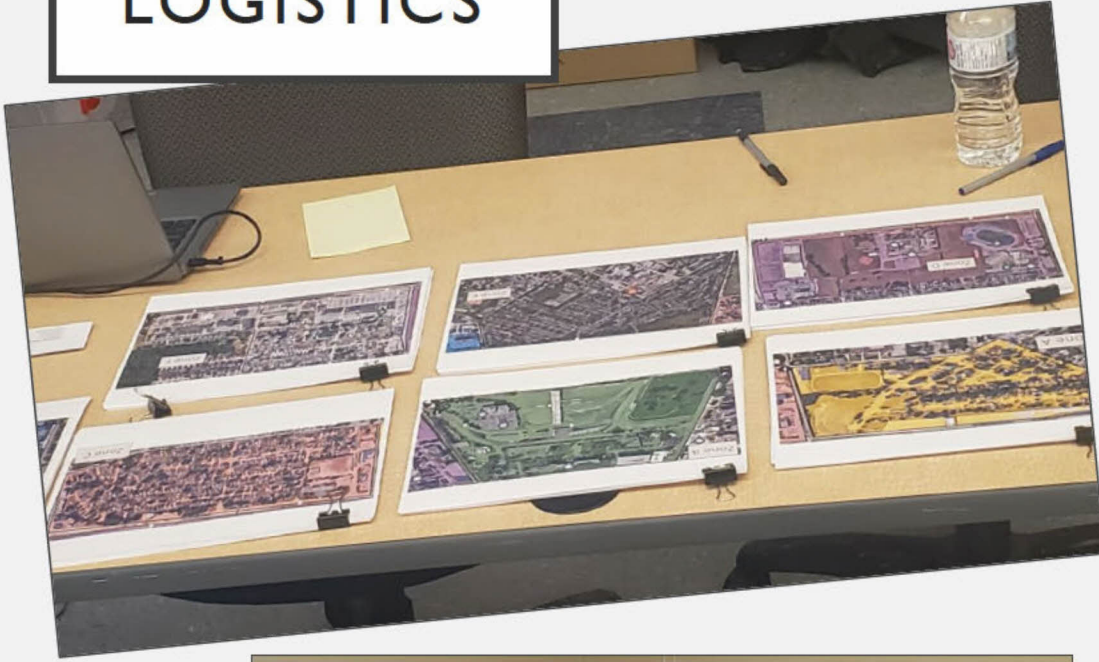
- WPS was quick to act on recommendations and suggestions.
- Training branch location was ideal for the incident and large enough to be able to secure the people and vehicles.
- Excellent in being able to provide contacts and resources for the incident. Links with City of Windsor were essential for the plans to be effective.
- WPS was receptive to new approaches and perspectives
- EOC was very functional and optimal setting for the Command Team.
- WPS Command officers were supportive and communicated effectively to achieve the team's goals.

Recommendations for Improvement

Update list of officers with special skills, such as bus drivers, on Notepad to include their class of license.

- Create hotel agreement guidelines and arrange at on-set with each hotel (we had one with Holiday Inn – Lakeshore and Casino only. The hotels were good when requesting changes to bookings and billing, but this might not always be the case.)
- Develop hotel joining instructions template (see attached – need specific information from each officer in order to effectively track for billing)
- Provide out of town officers (with hotel joining instructions) that includes a map of area, list of bars/restaurants/gyms and a WPS liaison contact number for questions on the area/needs when off-duty. (This was recommended by an outside agency that assisted us)
- Have 2 people assigned to only hotel detail (1 working alongside partnering agency hotel logistics officer)
- Sworn members only in information sensitive areas (no Aux members)

LOGISTICS



- City employee should be included in EOC at the earliest opportunity
- Finance should be included and present in the EOC at the earliest opportunity
- Logistical Team, including TB Scribe, should have been set up from the beginning, workload too heavy for one person for an event of this magnitude
- Better coordination and communication with outside agencies on number of officers attending, from which agencies and for what purpose (ERT, Traffic, POU). Outside agencies were arriving on scene and their attendance was not communicated to EOC Logistics (no hotel rooms booked etc.)

FOOD



- Sgt's Ken Price and Dave Bohdal initially tasked with providing food for our out of town partners.
- Due to immediate demand had to rely on existing partnerships to order food (Tim's, Koolini's), but that proved expensive. Koolini's \$15/meal etc. 1200 meals a day at some times
- KP's corporate card had \$5000 max which maxed out quickly, so Finance increased it to a more manageable limit
- Initially, had to provide food to the Fire Hall (primary hub) and 2 x CBSA facilities (POU)
- POU added buses for take down weekend
- By Thursday they needed a full team to assist
 - Drivers to stock the buses on east and west of Huron Church, food prep, HQ, Training Branch, CBSA (POU). Barriers made it harder to get food to these areas

- Eventually made decision that HQ didn't require food as most personnel had ability to go home at the end of each shift. Was becoming a logistical issue getting a driver to deliver food too
- Initially had a few Auxiliaries working around the clock for free. Was hard to get anyone else to volunteer. WPSB approved a plan to pay them during the Blockade. Their assistance was paramount
- KP had some handshake agreements with local grocery stores that were crucial in the beginning
- Almost every debrief raved about the treatment that KP and Dave's Team afforded them while here. Many said WPS did a considerably better job feeding the troops as compared to Ottawa.
- \$540,000 in meals

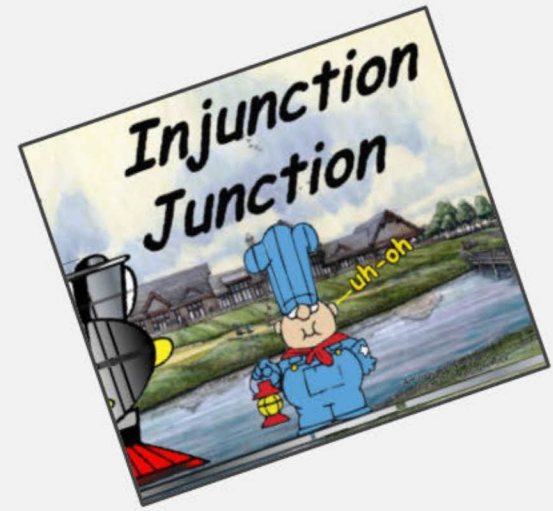


INJUNCTION



- **February 10, 2022**, the Automotive Parts Manufacturers' Association as representative Plaintiff brought a Motion for an injunction to restrain named and unnamed Defendants from establishing a blockade, or in any way impeding access, to the Ambassador Bridge. The City of Windsor sought and was granted leave to intervene in support of the Motion.
- Following oral submissions by the Plaintiff and the City, Chief Justice Morawetz of the Ontario Superior Court of Justice adjourned the hearing of the Motion for an interim injunction until February 11, 2022. In order to ensure that the matter comes to the attention of the Defendants to the motion, the Court directed that the following process be followed:
 - 1. A URL be identified whereby the endorsement and the Motion materials can be downloaded; and
 - 2. That the Plaintiff and the City of Windsor shall issue a press release with the link and the hearing details
 - The hearing may be viewed, commencing at 12 noon on **Friday, February 11, 2002**

INJUNCTION AUTHORITIES



- **The Court Orders:**

- Defendants are restrained from impeding or blocking access to the Bridge. As well as indirect or direct approaching roadways;
- Police are authorized to arrest and remove any person who has knowledge of the Order and there is RPG to believe that person(s) are contravening or had contravened any provision of the Order;
- Police are authorized to remove any vehicles, personal property, equipment, structures, etc that impede or block access to the Bridge and approaching roadways;
- The Police shall **retain discretion** regarding the **timing and manner of enforcement**; and
- To lay charges or take other lawful action.

Criminal Code Arrest Authority - Disobey Court Order S. 127

ARREST PLAN

- S/Sgt Cafferena, S/Sgt DiCarlo, PC Pellacchia and PC Young asked to draft **Arrest Plan** on **Friday, Feb. 11th** (mid day). Injunction authorized the same day.

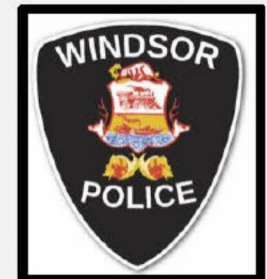


Rationale:

The 2022 Freedom Convoy / Arrest Plan outlines several procedures with respect to the arrest, charging, and releasing of those parties arrested during the 2022 Freedom Convoy Protests, in the City of Windsor, in February 2022.

As a result of the involvement of several Policing Partner Agencies, including the Ontario Provincial Police, London Police Service, and the Royal Canadian Mounted Police, the Plan is designed to streamline such processes.

- A separate **Investigation Plan** was requested as well.
- A separate **SVU/CAS Plan** was also determined. Initially set for Feb. 12th (1400 hrs) then terminated on the 13th (1800 hrs) and a new plan was established to begin on Monday, Feb. 14th.





ARREST PLAN

- Initial direction from Crown (Feb 11th) was to charge suspects with **Mischief Over** (easiest charge to substantiate).

CC 430 (1) (c) MISCHIEF/OBSTRUCT PROPERTY EXCEEDING \$5000

did wilfully [(obstruct)(interrupt)(interfere)] with the lawful [(use)(enjoyment)(operation)] of property, namely [GENERALLY SPECIFY PROPERTY E.G. REAL PROPERTY SITUATED AT 123 ELM STREET, A BUS TRANSPORTING WORKERS FOR CANADA POST CORPORATION, ETC.], the value of which exceeded five thousand dollars, and thereby commit mischief, contrary to Section 430, subsection (1), clause (c) of the Criminal Code (CC).

- On Sunday, Feb 13th after 10-13 arrests were already made, the decision was made to also include the charge, **Disobey Lawful Order of the Court**. Investigators attended cells and re-arrested them, re: new charge.

CC 127 (1) DISOBEY LAWFUL ORDER OF COURT, ETC.

did, without lawful excuse, disobey a lawful order made by [PROVIDE FULL TITLE OF COURT OR PERSON OR BODY OF PERSONS AUTHORIZED TO MAKE THE ORDER] on [PROVIDE DATE OF ORDER] by failing to [PROVIDE CONDITION BREACHED VERBATIM FROM ORDER], for which no punishment or other mode of proceeding is expressly provided by law, contrary to Section 127, subsection (1) of the Criminal Code (CC).

Flyer

DID YOU KNOW?

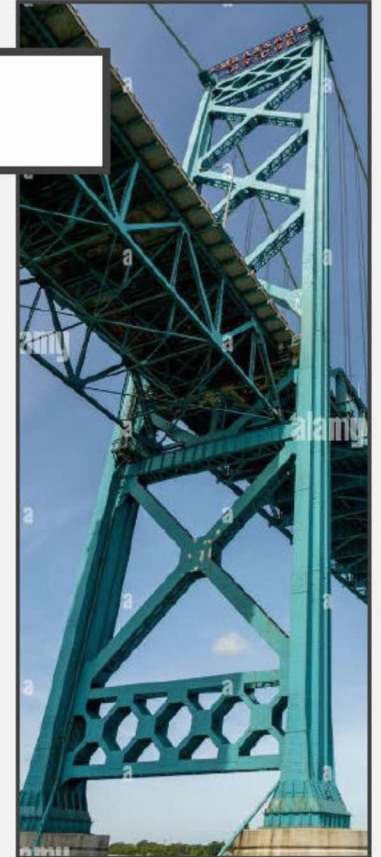
The Province of Ontario has declared a State of Emergency.....this means it is anticipated that; effective midnight (February 12, 2022):

- It is illegal and punishable to block and impede the movements of goods, people and services along critical infrastructure
- The new orders will be aimed at protecting international border crossings, 400-series highways, airports, ports, bridges and railways, as well as the safe movement of medical services, public transit, municipal and provincial roadways and pedestrian walkways.
- Fines for non-compliance can include a maximum fine of up to \$100,000 and up to a year in prison.
- The province is also considering taking away personal and commercial licenses (CVOR) from any protesters who do not comply with the order.
- These measures will be permanent.

“International Border Crossings”

ARREST PLAN

- **DETENTION UNIT – 150 Goyeau St WPS Headquarters** (*S/Sgt Joe Faddoul – responsible for scheduling*)
- The following is required deployment model for the **Detention Unit**:
 - 2 Day shift Detention Unit Sergeants – start at 0600 hrs
 - 2 Night Shift Detention Unit Sergeants – start at 1800 hrs
 - 2 Special Constables - start at 0600 hrs
 - 2 Special Constables - start at 1800 hrs
- **PRISONER WAGONS** (*S/Sgt Joe Faddoul – responsible for scheduling*)
- The following is required deployment model for the **Detention Unit Transportation Vehicles**:
 - 1 WPS Patrol Prisoner wagon (DAYS / NIGHTS) with drivers
 - 1 WPS Court wagon (DAYS / NIGHTS) with drivers
 - 3 OPP Prison Transport Units (10 person) with drivers



ARREST PLAN CONTENT

- Detention Unit Staffing/Wagon Staffing, MCU Staffing
- Prisoner Transport/Registry Forms. OPP Major Event Forms
 - Should include arresting Officer's name, cell and email address
- OPP will have Detectives on standby located at the OPP Manning Detachment.
If and when WPS MCB Officers surpass **25 arrest files**, OPP will be contacted.
- Arrest process/Data Entry/Charge Processing/CPIC information
- Notes process
- Charge Summary Template
- Release Conditions template
- Court Injunction (copy)

Suggestions for Improvement

- Begin Arrest Plan earlier
- More coordination with POU. POU Plan never shared with MCB. POU also held their own briefing on take down day. WPS IC Personnel should have been in attendance.
- Ottawa had a good way to capture arrestee and arresting officer info (white board)
- Towing/Seizing Plan should have been distributed. MCB received inquiries regarding status of towed/seized vehicles. However, the Plan was never shared with MCB. (Were vehicles towed under EMPCA, Offence Related Property (ORP), Abandoned, etc.?)
- Arrest Template was not sufficient and is not acceptable for court. We could provide information on different charges and let the arresting officers select the appropriate charge. The Arresting Officers need to cognizant that they must articulate their respective arrests, accordingly.
- **Arresting officers and Wagon drivers should all be WPS (Ottawa did this – worked well).**

OTTAWA ARREST PROCEDURE



Tue 5/3/2022 1:34 PM

Werstein, Christopher

FW: Procedure for Outside Agency Arrests and Hand off to OPS Hot Teams

To Potvin, Daniel

Follow up. Start by Wednesday, June 1, 2022. Due by Wednesday, June 1, 2022.

The arresting officer shall complete notes as soon as is practicable, and shall scan their notes prior to going off duty at the Ben Franklin Centre/other location or email them to **REDACTED**. The arresting officer will also need to do an electronic report by the end of their shift. This can be done by scanning a QR code (see end of email) and completing on their phone or on a laptop at the Ben Franklin Centre (EY Centre until 0100hrs Fri/Sat only). They should receive an email with the OPS case number by the end of their shift. If they do not, they will use the unique number provided to them by the HOT team to complete their report.

***Every effort will be made by HOT teams to return the arresting officer to their post as soon as possible.

For questions at any time please call:

S/Sgt. Leesa Baldwin **REDACTED**

Sgt. Jamie Ritchie 61 **REDACTED**

REDACTED

ARREST PLAN – SUGGESTIONS FOR IMPROVEMENT



- Arrest Template not sufficient for court. Officers need to be cognizant that these are individualized arrests at the same incident. Detail still required.
- Arrest reports/notes need to get to MCB quicker .
- Consistent MCB personnel assigned to EOC.
- No investigative chronology came out of EOC until well after the incident
- **A clear understanding of the role of the OPP Investigative Teams should have been known.**
- More information sharing. EOC to MCB.
- A process needs to be in place to deal with mass arrests. (***Assigned to Op Support Inspector***) A large number of arrests at the same time **caused significant delay in booking** each individual in cells. It also inhibited the interviewing of any of the arrested parties.
- Contact information should be disseminated –List of who is doing what at the EOC and the Training Branch would have been helpful to assist with answering questions.

CPIC/DATA ENTRY/CHARGE PROCESSING



- Ensure adequate staffing to handle the potential for an influx of arrests, custodies, report transcribing and charge file processing. This included also ensuring that any pending charges and conditions on release documents were entered onto CPIC, as well as any towed/abandoned vehicles.
- Weekend: There was the added complexity of having to deal with WASH court (R. Morgan reached out to the Crown to ensure that there was adequate staff in the courts on the weekend to handle a large volume of arrests)
- Consult with OIC's re: arrest plan, the processing of reports and files, including ensuring that new charges stemming from the declared emergency order were added to eJust and Versadex. For simplicity, "POP" file created, and Data Entry would track all incidents, split out all arrests into individual occurrence reports, and make sure that the corresponding undertakings and documents were scanned and attached to case num.

What WPS did well

- All staff members in our units stepped up without question, and came in on their weekends off or worked longer shift hours to ensure that we had enough staff working in our units to handle any number of files.
- Once we were apprised of the plan, there as great coordination and communication between our units and Major Crime.

Room for Improvement

- Communication to the SLT could have been more frequent. A lot of us who were not directly involved with the "operational" side of the plan were left to get our news from the media about when/how things were progressing, even though there were many aspects of the plan that directly impacted Information Services. Were not initially consulted about the arrest plan and had to reach out to ask, however once we were included, everyone was very cooperative and receptive to our suggestions.



ARREST WEEKEND
(FEB. 12 AND 13, 2022)



The mission for February 12, 2022 was
*“On 12 Feb 2022 Public Order supported
by Tactical and Uniforms will conduct a
systematic clear of people and vehicles in
the area of operation in order to facilitate
the resumption of traffic flow from the US
into Canada”.*

THREE AREAS OF OPERATION

AO #1: Ambassador Bridge
to train tracks on Huron
Church Road

AO #2: Train Tracks on
Huron Church Road to the
south side of the intersection
of Huron Church

Road and College Avenue.
AO #3: Huron Church Road
south of College Avenue to
the intersection of Tecumseh
Road at Huron Church Road



PUBLIC ORDER UNIT ACTION – SATURDAY (12TH)

Feb 12, 2022 Timelines

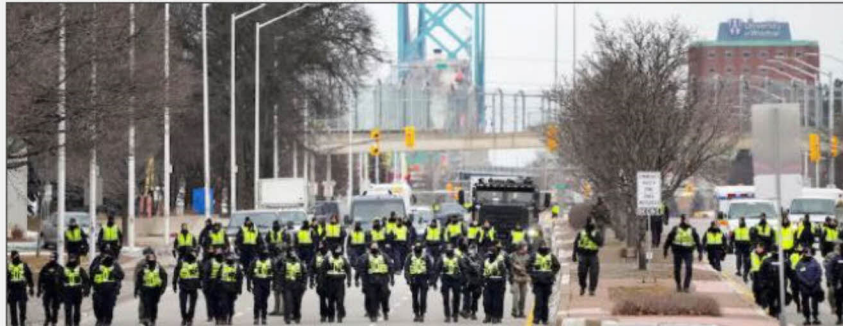
- Briefing: Measured and systematic approach to remove the blockade and encourage individuals to disperse or be arrested for the offence of Mischief. A planned, phased approach was going to be executed in the morning of Saturday, February 12th, 2022.
- 0832 hrs: Most protestors willing to move after discussions with PLT
- 0850 hrs: AO #1, cleared. 0852 hrs:
- 0858 hrs: Movement into AO #2 authorized
- 0905 hrs: Info received that individuals were staging in an area designated for tow trucks
- 0906 hrs: ██████████ attempting to get people to vacate the area, but would return next day, people entrenching themselves (crowd dynamics changing). **200** people in AO #2
- 1000 hrs: All three POU (London, RCMP and OPP) deployed to move crowd south – loud hailer
- 1024 hrs: Through College, Barriers ordered for that controlled area. Info that children present at front of line. Negotiations taking on continued importance as opposed to Use of Force

PUBLIC ORDER UNIT ACTION



- Concerns regarding a 2nd wave of protestors that were congregating on side streets etc.
- 1154 hrs: Reports of 75 and 19 vehicles people at Tecumseh and Huron Church Rd. Concerned about a new location for blockade (400 -500 by 1300 hrs). Canadian Tire being used as a staging area.
- 1344 hrs: Crowd was at 600 and more coming
- 1524 hrs: PLT gets information that 5000 more coming. Messaging put out regarding towing vehicles on nearby streets. Little impact on crowd size.
 - Starting to lose daylight while awaiting barrier placement south of college. Crowd 300-500. Crowd gaining momentum in volume (noise) and size. More uniform requested.
- 1930 hrs: POU escorting people back behind barriers. Alcohol being consumed (aggravating circumstance).
- 2021 hrs: Bomb threat. Directed at Police. Tactical response required.

A significant police presence overnight maintained the area of operation that had been cleared.



PUBLIC ORDER UNIT ACTION – SUNDAY (13TH)

- Same Operational Plan (just AO #3) as the day before, with a diminished role of negotiations and mediation.
- PLT engaged with the 30 people/vehicles blocking Huron Church/Tecumseh Rd. Cleared roadway but did not leave the area.
- 0750 hrs: Clearing of AO #3 began. Everyone to be arrested and all cars towed.
Information received that 30 people in HC/Tecumseh area were “causing problems”.
RG that commit mischief (as per CC)
- 0846 hrs: Agitators moved into Shell lot. Shell owner wanted people/vehicles removed.
- 1002 hrs: Group continued to grow despite PLT warnings and conversations. Social media messaging sent out. Tecumseh and Northway becoming a concern. Cement barriers delayed, crowd con’t to grow.
- 1306 hrs: POU Commander Ferguson tasked to develop a plan to clear the intersection of Huron Church Road and Tecumseh Road.
- **1402 hrs:** Vehicles continued to circle the parking lots. **Intent to block highway again a concern.**
- 1435 hrs: POU created time and distance from main intersection down toward Northway.
- 1500 hrs: Barriers arrive. Crowds thinned. 20 left at Northway.











Arrest Statistics

Date of Arrest	Time of Arrest	Charge(s)	Arresting O
			Name
2/12/2022	2040	129(a), 145(4)(a)	PC HUDDERS
2/13/2022	0759	430(1)@ & 127	PC VAREY
2/13/2022	0754	430(1)@ & 127	PC GOODING
2/13/2022	0800	430(1)@ & 127	PC RALCO
2/13/2022	0757	430(1)@ & 127	PC Brandon KNOLL
2/13/2022	0755	430(1)@ & 127	PC HUTCHINSON
2/13/2022	0801	430(1)@ & 127	PC Thompson
2/13/2022	0807	430(1)@ & 127	PC PENNER
2/13/2022	0801	430(1)@ & 127	PC JAREMKO
2/13/2022	0800	430(1)@ & 127	PC HAINES
2/13/2022	0800	430(1)@ & 127	PC MILLAR
2/13/2022	0755	430(1)@ & 127	PC WHITEHEAD
2/13/2022	0800	430(1)@ & 127	PC BRADY
2/13/2022	0759	430(1)@ & 127	PC DAIS
2/13/2022	1031	430(1)@ & 127	PC LYLE
2/13/2022	1353	430(1)@ & 127	PC LINDON
2/13/2022	1353	430(1)@ & 127	PC LAPIERRE-LAYNE
2/13/2022	1509	430(1)@ & 127	MARCOS
2/13/2022	1433	430(1)@ & 127	PC WATTIE
2/13/2022	1445	430(1)@ & 127	PC HUTCHINSON
2/13/2022	1445	430(1)@, 127 / AW's	PC SOUFANE
2/13/2022	1432	430(1)@ & 127	PC COSTA
2/13/2022	1445	430(1)@ & 127	PC DONEVAN
2/13/2022	1432	430(1)@ & 127	PC ROBERTS
2/13/2022	1450	430(1)@ & 127	PC JARDAT
2/13/2022	1430	430(1)@ & 127	PC THORNER
2/13/2022	1421	430(1)@ & 127	PC RICHARDSON
2/13/2022	1445	430(1)@ & 127	PC E. RUCCOLO
2/13/2022	1445	430(1)@ & 127	PC MILLS
2/13/2022	1430	430(1)@ & 127	PC BOLGER
2/13/2022	1434	430(1)@ & 127	D/C Brad Gagnier
2/13/2022	1502	430(1)@ & 127	PC WOJDYLO
2/13/2022	1445	430(1)@ & 127	PC ADJETY-NELSON
2/13/2022	1443	430(1)@ & 127	A/Cpl Fatahah
2/13/2022	1430	430(1)@ & 127	PC MCCREADY

Sat., Feb 12, 2022 1 arrest

Sun., Feb 13, 2022 46 arrests (between 0759 hrs and 2146 hrs – almost 14 hours) *only two arrests after 1735 hrs.

Majority (39) were charged with **CC 430(1)** and **127**

*4 charges were withdrawn

Attachment 1	View	Date	Description	Reference
DOCUMENT		2022-Apr...	FLYER DISTRIBUTED TO PROTESTORS	
OUTSIDE L...		2022-Apr...	WILL SAY SUPERINTENDENT JONATHAN KO	
OUTSIDE L...		2022-Apr...	WILL SAY INSPECTOR FREEMAN SWEAZEY	
OUTSIDE L...		2022-Apr...	RPAS FEB.13/22-- WILL SAY PC A. NICHOLSON	
OFFICERS N...		2022-Mar...	OPP TRANSPORT NOTES	POCOCK
DOCUMENT		2022-Mar...	DETENTION REGISTRATION	
OUTSIDE L...		2022-Mar...	WILL SAY - S/SGT TREVOR POOL	
OUTSIDE L...		2022-Mar...	WILL SAY - A/INSPECTOR ANGELA FERGUSON	
DOCUMENT		2022-Mar...	CCTV RETRIEVAL REPORT	
OUTSIDE L...		2022-Mar...	WILL SAY - INSPECTOR SCRIVENS	
DOCUMENT		2022-Mar...	AREA OF OPERATION #1, #2, #3	
OUTSIDE L...		2022-Mar...	WILL SAY INSP YOUNAN - OPERATIONAL PLAN	
SWORN INF...		2022-Mar...	COURT INFORMATION	
SWORN INF...		2022-Mar...	ENDORSEMENT PAGE	
UNDERTAKI...		2022-Mar...	UNDERTAKING	
OFFICERS N...		2022-Fe...	SGT MCCREADY NOTES	
POLICE ST...		2022-Fe...	SGT MCCREADY WILL SAY	
OFFICERS N...		2022-Fe...	CST EWING NOTES FOR ARREST	
OFFICERS N...		2022-Fe...	WILL SAY CONSTABLE EWING	
JUDICIAL A...		2022-Fe...	COURT ORDER	
STATEMEN...		2022-Fe...	MAJOR EVENT - OPP	
ACCUSED I...		2022-Fe...	BOOKING SHEET	POCOCK



Will Says

Supt. Johanthan KO (RCMP) – Critical Incident Commander (Integrated operations – GTA)

Insp. Freeman SWEAZEY (RCMP) – OIC, tactical Support Group (POU)

Insp. Ryan Scrivens (London PS) – POU Commander

Insp. Younan (OPP) – POU Commander (**Operational Plan author**)

A/Insp Angela FERGUSON (OPP) – **POU Commander**

S/Sgt Trevor POOL – (London PS) – **POU Commander**



POU COMMAND TEAM COMMENTS



- Sunday was very well organized. Relief, food and water, accommodations, staging areas, access to hard barriers and tow trucks were all in place, or at the ready.
- Supplementary resources and relief for POU members Sun. afternoon and evening were appropriate and appreciated. Great teamwork with those on ground and assistance from Windsor ESU was very well received (great team- they wouldn't go home!).

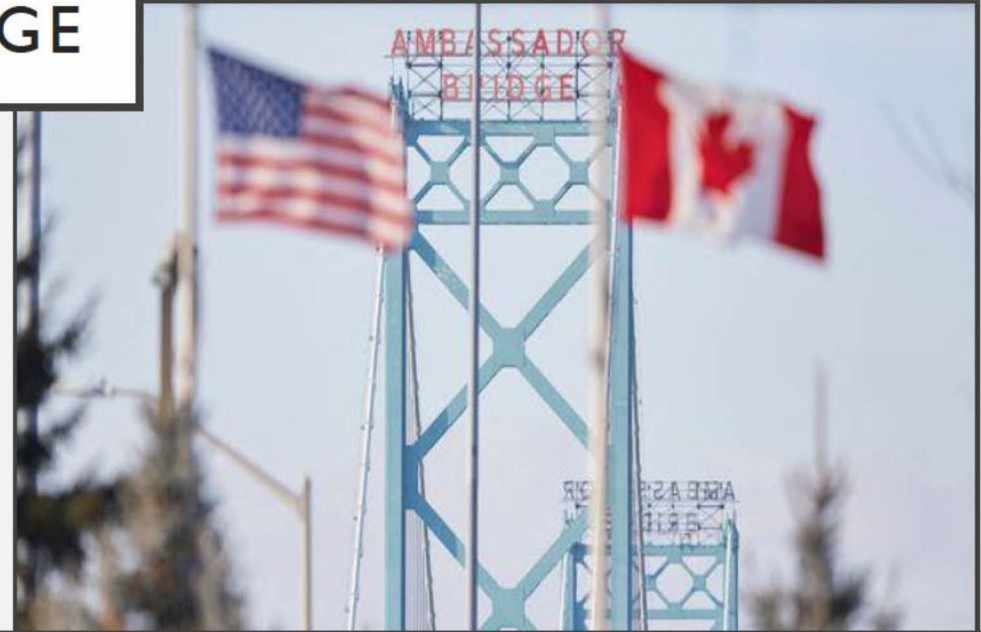


"I would rather be looking at a resources I don't need as opposed to be looking for resources I don't have."

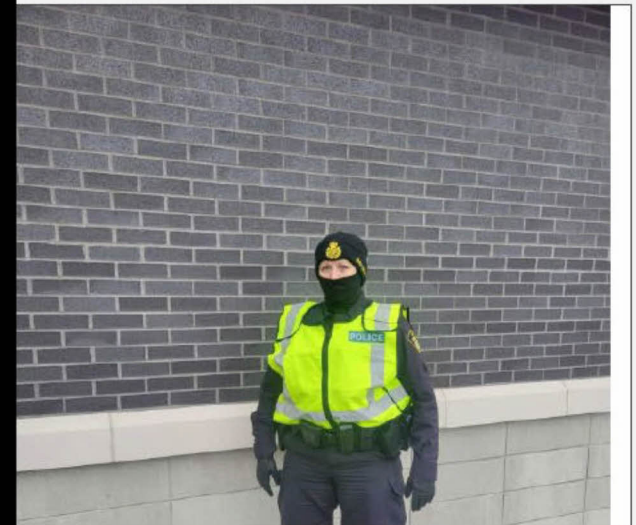
- Saturday evening. Relief plan was an issue as POU members had been on ground for 15 + hours and there were not enough officers initially to fulfill the relief plan and thus, hold the ground we had gained. As such we had to remain on ground which threatened our ability to return early the following morning. Eventually more resources were shored up, but treating the event as two 12 hour operational periods is important and having the appropriate supervision is key.
- In addition to the POU Plan, Traffic Plan, Barrier Plan, Investigative Plan, the overall OPS Plan should also include a Relief Plan for sustainability. POU was not privy to any plan outside the POU Plan, which of course is not the entire OPS Plan. Our members went without food for the entirety on Saturday.
- Briefing location. The room was as suitable, but the screens were too small for anyone to really review the proposed plan. Day 2 was much better.
- Timely initial overview from the Incident Commander and then separate POU resources for a POU briefing and patrol members for the traffic briefing. There is no need for POU members to know where a specific traffic assigned member is going and traffic members don't care about the location of a POU Team and their strategy. So in essence, the POU members are under briefed on their duties and the traffic members are over briefed on duties

DEMOBILIZATION/OPENING BRIDGE

- Planned to open Bridge, Feb 14th. First truck crossed at 0015 hrs.
- Monitor for further protests (QRT/IT)
- Demobilization Plan (Began Feb 21st)
 - WPS Preparing to slowly take operation over
- Sergeant Role critical in these stages
- Cancelled all Rest Days (February 21-27)
- Remaining OPP leaves town Feb 23rd
 - Completely WPS operation from this point on
- EOC Stood down February 28th
- Continued deployment from HQ until March 28th
- Operational Plan in place post demobilization



PLANS (POU OPERATION PLAN)



OTHER PLANS



Traffic Plans

- OPP Sgt Charlene Pollard
- Feb 13, 2022
- Traffic lights, Business Access, Pedestrian Access, Signage, arrest Authorities, HTA information
- Deployment numbers

Section 1: Between Ambassador Bridge and College Avenue

Officer assignments – 15 Constables and 1 Sergeant:

- Four officers at Huron-Church Road and Wyandotte Street
- Two officers at Patricia Road and Wyandotte Street
- Two officers at Patricia Road to the east of CBSA
- One officer at Felix Avenue west of McDonald's
- One officer at the emergency access at College Avenue
- Quick Response Team

Section 2: Between College Avenue and Tecumseh Road West

Officer assignments – 15 Constables and 1 Sergeant:

- Two officers at Assumption High School
- One officer at the emergency access at Girardot Street
- One officer at the emergency access at Tecumseh Road West
- Six officers at Intersection
- Ten officers patrolling between College Avenue and Tecumseh Road West focusing on problem areas and providing enhanced police presence

Section 3: Between Tecumseh Road West and Totten Street

Officer assignments – 17 Constables and 1 Sergeant:

- Two officers at the emergency access at Dorchester Road
- Two officers at the emergency access at Prince Road/Totten Street
- Eight officers patrolling between Tecumseh Road West and Totten focusing on problem areas and providing enhanced police presence
- Six officers at Huron-Church Road and Totten Street

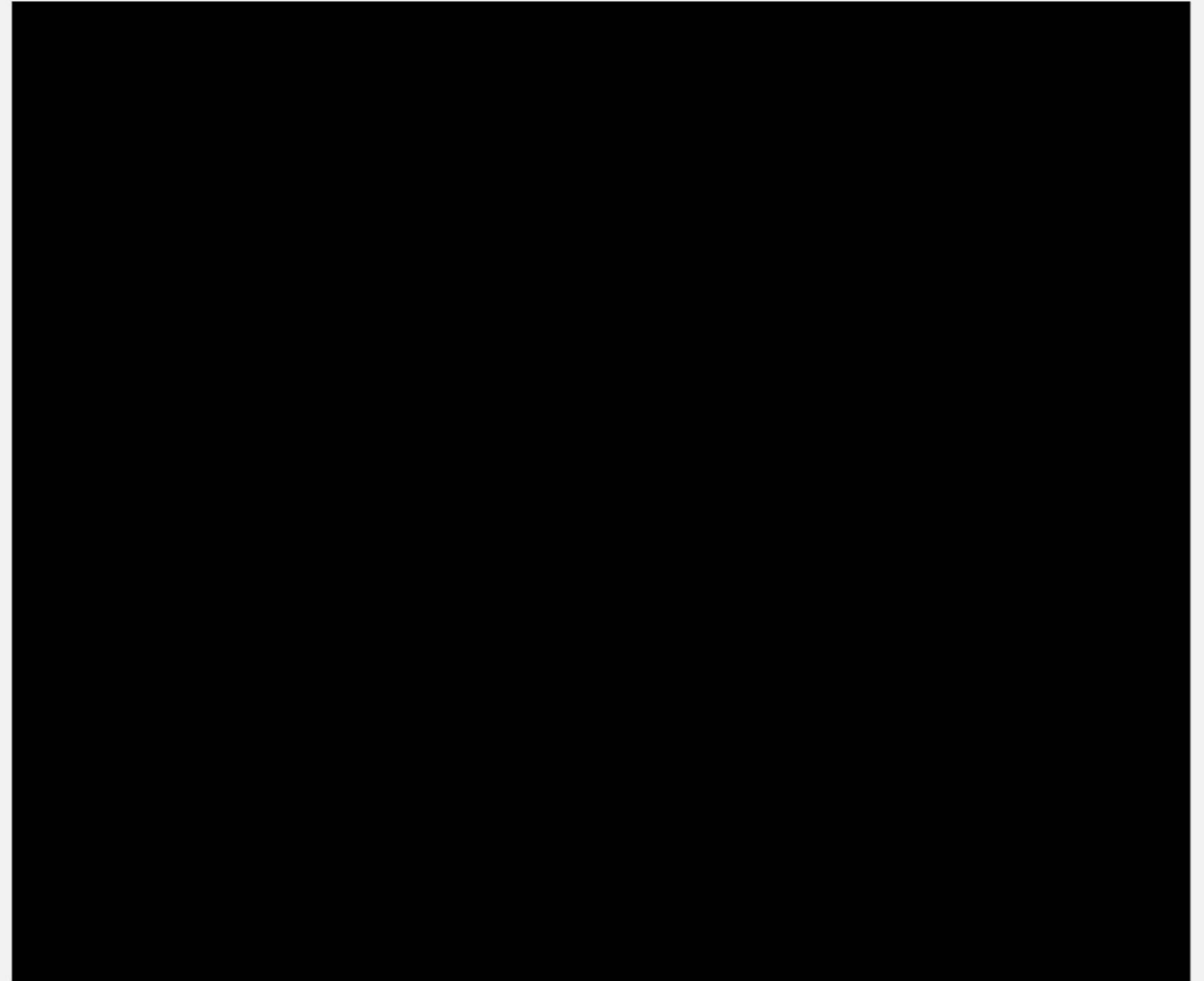
Section 4: Between Totten Street and E.C. Row

Officer assignments – 11 Constables and 1 Sergeant:

- Four officers at Huron-Church Road and Malden Road
- Six officers at Huron-Church Road and Industrial Road
- Two officers at Huron-Church Road and E.C. Row

ESU SMEACS/Gas Plans

- Evolved as the Convoy went on (this one, Feb 27 to March 6)
- Authored by ESU personnel



FINANCE

2022 Bridge Convoy				As of 3/3/2022
WPS Estimated Costs				
	Current Costs	Expected Invoices	Total Estimate	Notes
Overtime	2,100,000	400,000	2,500,000	Ongoing to date
Jersey Barriers	500,000	800,000	1,300,000	Final invoice to be processed upon final removal
Accommodations	-	540,000	540,000	Avg # officers per night x \$150 average nightly rate x # days
Meals	-	540,000	540,000	Avg # officers per day x \$75 average daily rate x # days
London Police Service	-	130,000	130,000	36 Officers estimated at \$600/day, plus benefits, overtime, vehicles, fuel
RCMP/OPP	-	10,000	10,000	Not expecting an invoice for their time, but potentially incidentals
Incidentals	7,000	13,000	20,000	Disposable restraints, hand warmers, power cords, laundry, etc.
Auxiliary Police	-	25,000	25,000	Auxiliary recalled to provide assistance at meal/relief facilities
Bus Rental	1,500	27,000	28,500	2 buses quoted at \$1500 per day x 18 days
Bus Cleaning	-	7,500	7,500	Quoted at \$3K per week for 2 buses x 18 days
Equipment Rentals		5,000	5,000	Utilized at CBSA facility
Estimated Total Cost			5,106,000	

\$5,106,00



FINANCE



- The WPS Incident Command Directive is lacking in the area of prescribing financial oversight for large operations. (Most external directives prescribe a requirement for financial oversight.)
- Lack of a Financial Services Branch (FSB) representative assigned to the event:
 - Members utilized were largely unfamiliar with policies and procedures required for procurement, which made the process more stressful, more time consuming, and difficult to achieve goals.
 - Multiple individuals working on the same task resulted in countless calls for the same or similar information.
 - Financial records were not maintained to an adequate standard (copies of invoices/duplicates/register slips/etc.).
 - Many transactions/vendors left unaddressed as team resumed regular duties at the conclusion of the event.

- The recommendation is to update the directive to require involvement of the FSB in major incidents.
- FSB staff work within the Purchasing Bylaw on a daily basis and have an in-depth knowledge of vendors of record, internal corporate resources that can be utilized, and record requirements



E-911 CENTRE

Additional Supervisor Responsibilities

- Staffing (already a significant issue)
- Disseminating traffic plans/scheduling etc to Comm.
- Ensuring Emergency Services throughout the city were apprised of closures that would impact them.
- Providing commuters direction on border closures
- Liaising with Media Relations
- Sending daily email reminder to all patrol phones with "safe words"
- Providing any intel to EOC
- Call signs for all outside units
- Supervised operational event during dayshift
- Assisted dispatch with officer logon and location updates
- Liaised with training branch personnel
- Assisted with coordination of radio deployment for outside personnel

Room for Improvement

- Confirmed list of agencies, number of officers not shared when originally known.
- Call sign creation and assignment needs to go through a dispatch supervisor. To ensure each unit had individual call sign, requires creation of WPS temporary badge number, full name and activating the call sign. Did not have this information in advance until many of the officers arrived for deployment after numerous requests to EOC.
- Call sign assignment: 911 Supervisor had a specific plan in place for call sign assignment. Officers at training branch began creating new call signs which caused duplication where some officers had two call signs. This task should remain with 911
- Duplication of work and incorrect data: 911 created a working spreadsheet for all unit numbers, officers, agency, contact info etc. Training Branch created multiple forms between shifts.
- Radio deployment: Only had the additional radios available as the portable radio upgrade was in progress. These radios required programming before deployment. The number of officers arriving was shared in small groups causing multiple after hour requests. Programming is completed by an outside vendor.

INFORMATION TECHNOLOGY



- The WPS individually-issued laptop and security model (always on the network) served WPS well during this event –officer mobility and deployment flexibility.
- The WPS individually-issued smartphone model served WPS well during this event –officer mobility and deployment flexibility.
- The speed of reacting to technology and communications requests was exceptional.
- Assistance for WPS partners (WFRS, City Operations, and **REDACTED**) for technology issues was exceptional.
- The deployment of 441 new, fully encrypted portable radios, batteries, chargers (\$2.5 million+) over a couple of days was exceptional.



IT – RECOMMENDATIONS FOR IMPROVEMENT

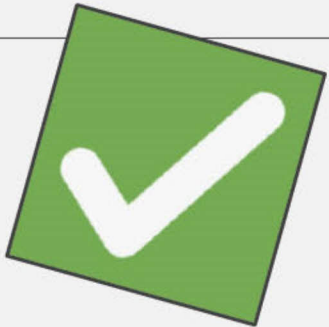
- The efficiency and effectiveness of IT support would be drastically improved if the IT Operational Liaison (and other Technology Services staff as required) are assigned to the EOC and other critical locations during an emergency event.
- Similarly, Technology Services was not included in the technology planning for the event, so our participation was highly reactionary.
- WPS was fortunate that there were 441 “spare” radios available due to having new inventory for an upcoming upgrade. There would typically only be a handful of spares available. WPS is moving to an individually-issued portable radio model in 2022.
- Despite being issued fully encrypted WPS portable radios, OPP officers were communicating on their own unencrypted radio channels for a period of time (until notified by WPS).

- The City’s EOC only has one Internet feed (i.e. no redundancy), which went down several times during the Protest. Technology Services is working with City IT on addressing this issue.
- The City’s EOC does not have direct access to the City’s Traffic Office. Technology Services will work with City Public Works Operations and WFRS on addressing this issue.
- The City’s EOC does not have direct access the City’s traffic camera system (does not have access like the Staff Sgt’s).
- The quality and coverage of the City’s traffic cameras for the event was less than optimal. Technology Services is working with City Public Works Operations and WFRS on a major system upgrade that will address this issue.
- The Wi-Fi at the Training Branch was not initially set-up for the large number of different users on the system, during any given day. Issues arose during the first weekend. That has been corrected.



FLEET/FACILITIES/STORES

- Strong, passionate commitment to the overall mission of getting the blockade effectively addressed/managed, in order to restore order and safety to the border and our community.
- All employees who were asked or directed to undertake specific tasks stepped up to do their part – despite having days off cancelled, etc.
- No major, publicly embarrassing incidents occurred (despite the magnitude and emotional volatility of the situation) whereby we “*lost our cool*” – this was a visibly significant demonstration of strong leadership and situational control.



- Social media activity suggested that something may occur in Windsor. This should have prompted us to get an earlier start on our preparations for an event of such large magnitude.
- Broader inclusivity of the ENTIRE Senior Leadership Team (SLT), not just a select few.
- Mechanics could have been assigned, especially on the ‘take down’ weekend. Could have also possibly been used as shuttle drivers to free up Constables
- Did not have enough vehicles. TB personnel were filing windshield washer fluid, trying to locate ice scrapers, fill vehicles with gas (up front) with jerry cans that were out of fuel.
- WPS Stores could have had extended hours. i.e. OPP had different radio pouches.
- TB indicated that they could have used more custodial staff. Inclement weather, wet floors, garbage bins overflowing and had to be cleaned by TB staff.



INTERNAL MESSAGING

- Feb. 4 – NSTO Memo
- Feb 5 – Chief Mizuno Convoy Update
- Feb 7 – Truck Convoy OT Memo
- Feb 10 - A/Supt DeGraaf issued update
- Feb 11 – Sit Reps started going out
- Feb 13 – Morning update from Chief Mizuno (re arrests)
- Feb 14 – West Region Fast Facts disseminated
- Feb. 18 – Cancellation of rest days (starting Feb 21)
- Feb 25 – Rest days re-instated
- Feb 28 - Chief Mizuno e-mails thank you to all personnel
- March 14 – NSTO rescinded



EWEMS INVOLVEMENT

What We Did Well?

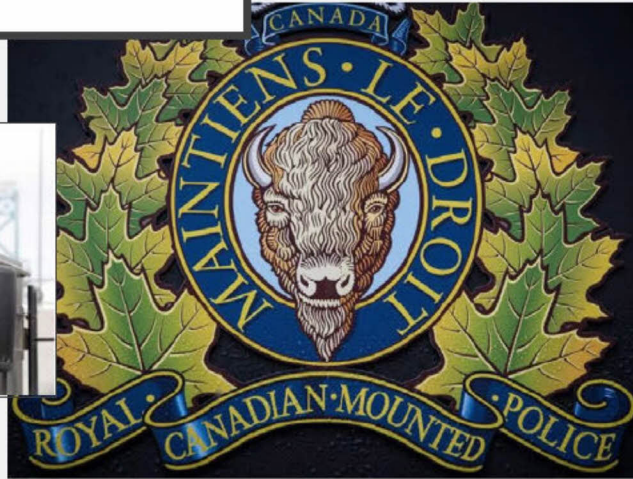
- Established the EOC and communications in advance of the actual events unfolding.
- Supportive actions towards partners on the frontlines and EOC was very appreciative - food, shelter, washrooms were provided and maintained throughout.
- Our observations of the way in which things were ran overall were very positive. It was evident that the action plans were well planned and strategically actioned.
- Established a respectful and good working environment for those participating. Whether it was at the EOC or on the frontlines, supportive actions were offered.



Room For Improvement

- More consistent messaging out to the entire EOC group could have been more frequent and at designated intervals when possible. When they were done as a group, they were effective, but additional one on one information exchanges with groups outside of police would have been extremely beneficial for all involved.
- EOC administration support was present although it was noted to be very overwhelmed. One person most often. Additional IT/ logistical support on hand to assist, would have helped the individual agencies as well as those individuals doing those positions. They worked extremely hard and were often pulled in many directions.
- Interoperability amongst the various groups is always a concern. EMS often struggles with this as we are on different system. EWEMS has taken steps since this event to reduce this barrier (Mutual link and increased communications with PD Comms and EMS Comms) so that we can reduce these communication concerns.

RCMP – TSG - POU



Recommendations for Improvement

Logistical Support Services provided to TSG during this deployment period, fully appreciating how fast this evolved, and thus challenges are expected were:

- Coordination of meal and catering services (WPS Inspector spoke to this the morning of the second day and services were improved).
- As Members of the RCMP, who lack special constable status to enforce such things as the Trespass to Property Act to move protestors off of private lands, swearing in of our Members to have this authority should be considered in the future.

- Logistical Support Services was, for the most part, exceptional. This included the following:
- Briefings and Unified strategic planning and phase execution of operational plans, mission and objectives.
- Execution of Operational Plans providing and coordination muster marshals and POU bus escort services. **(Best Practice – Ottawa needed this)**
- Support to POU operations with uniform and traffic services, Tactical Team and arrest team support of operational context.
- **Having the CIC's for the TSG's on the ground with them to be able to observe what is happening real time is critical to sound operational decisions.**
- Having the teams and its Members fully made aware of their authorities for arrest was vital. Crown advice regarding the sidewalk as an extension of the highway and this information relayed to the Protesters via the PLT was a best practice.
- Liaison with local business owners to have their permission to have unwelcome persons moved off of their private property, (strip malls, gas stations, etc.) was helpful to the authorities to ensure order was restored and the free flow of the highway resumed.

CBSA INPUT



Summary of Involvement

- Point of contact for lines of communication between CBSA and WPS/OPP/other LE partners
- Provide information about CBSA business lines, operational considerations/capabilities, and traffic/neighborhood factors
- Provide logistical support and resources for law enforcement partners
- Provide first-hand accounts / line of sight re protest activities in / around Port of Entry (POE)
- Facilitate crossing of personnel/goods required for response options
- Assist with any tasks needing support in the Emergency Operations Centre or in the field

What Did WPS do Well?

- The “*all hands on deck*” approach regardless of official roles and titles was very impressive – any task that needed to be accomplished
- Containment of the initial blockade/protestors

Recommendations for Improvement

- Ensure points of contact within the incident command center are utilized to communicate out to partners to avoid duplication and confusion
- Establish incident command team structure & communication board with roles, contact information, etc. earlier



COMMON THEMES



WHAT DID WPS DO WELL?

- Safely allowed access to the Bridge again
- Collaborated very well with all involved agencies
- Had the right people working through the copious tasks at hand
- No one (police/public) was injured during the entire response
- Matured as an organization (limits tested across numerous fronts)
- Treated outside agency personnel very well (food etc). Numerous positive comments from external partners
- Despite global attention, no 'embarrassing' incidents reported



WHERE CAN WPS IMPROVE?

- **Internal Communication needs improvement**
- Systematic and routine communication for Major Events needs to be addressed
- Rely on everyone in the organization. Senior officers had capacity to help.
- More emphasis on utilizing the strengths of our civilian personnel, wherever needed
- Establishment of a resource-planning sub-committee for emergencies (rely on provincial 'best practices' and this incident to help get us started. Develop Major Incident Directive)
- Create a 'Playbook' on the shared drive, to front load as much as possible (templates, management structure etc.)

STRATEGY IDEAS Progress Process MEETING Business Future Innovation Dialog IDEAS Forum Communication Progress Discuss Communicate SOLUTIONS FORWARD Strategy PROPOSAL FUTURE Creativity TALK Session Connection IDEAS QUESTIONS Exploration BUSINESS

- In April, 2021 S/Sgt Chapman made a Business Case presentation to Senior Administration regarding the creation of a Public Order Unit
- WPS currently rely on the OPP and other municipal police services to provide POU's
- the OPP/other POU's have obligations to provide these services throughout the Province, and should a widespread social movement similar to BLM protests occur in the future, there is a very realistic possibility that OPP resources will not be available to Windsor.
- On March 17, 2012, London Police Officers responded to an area notorious for student partying. According to Police, rioting began around 10 p.m. after a long day of St. Patrick's Day drinking. Officers quickly found themselves out numbered dealing with "an alcohol-fuelled mob of 1,000 people raining down beer bottles, bricks, two-by-fours and anything else they could throw with such violence that dozens of officers in riot gear had to retreat".
- By the end of the riot, Police estimate there was more than \$100,000 in property damage. A news van was destroyed and seventeen police vehicles were damaged. Officers arrested 11 people, seven of whom were Fanshawe students. The riot was a first for the City of London.

SHOULD WPS DEVELOP A PUBLIC ORDER UNIT?

- In the last three years the political climate has changed significantly with heavy criticism towards Police use of force, particularly lethal force.
- S/Sgt Chapman estimates it would cost approx. **\$300,000** to start up the new Unit
- Proposes that the Unit will fall under the umbrella of the Staff Sergeant, ESU and Inspector, Patrol Support
- On March 21, 2022 the Sol Gen put out a News release regarding a new suite of measures to support the new, '*Keeping Ontario Open for Business Act, 2022*'. The government is investing nearly **\$96 million** in new measures and tools to support province-wide responses during unlawful demonstrations and illegal blockades that impede **international borders** and airports. These include:
 - Enhanced training through the Ontario Police College for all law enforcement services to support safe and effective **public order policing**
 - Purchasing equipment such as heavy tow trucks that are necessary to keep borders open.



CREATE A MAJOR INCIDENT RESPONSE PROTOCOL

- Create 'Major Incident Protocol' folder on the shared drive
- Add deployment templates, scheduling templates, updated contact lists, WPA MOU, new Directive, Situational Report templates, Finance templates, Hotel registration forms, etc
- Add Convoy SMEAC's, Arrest Plans, Traffic Plans etc as examples
- Ensure MI Working Group updates folder as required. MI Group meets annually/bi-annually
- Determine if there are other similar working groups in the Province and communicate/participate to stay current on 'best practices'
- Review other previous Major Incidents in the Province, other Provinces

- Continue participation in the Gordie Howe Bridge working group (Secure Waterways)
- Draft Major Incident Directive
- Participate in any Ottawa debriefs
- Examine radio interoperability concerns
- Address personal vs work phone contact procedure for Major Incidents



COMMUNICATION STRATEGIES

- Update Contact List annually (OPP, RCMP, POU, MTO, City etc)
- Create WPS Situational Report template. Determine applicable frequency of distribution (situational)
- Zoom, work phones, e-mail, talk groups should all be considered and utilized to ensure timely communication
- Utilize the New Director of Corporate Communications
- More internal communication to **all** personnel



Situational Report		
Event Name:	Operational Date / Time: March 4, 2022 1900	
2022 Unvaccinated Truckers Protest		
West Region	Action	
Fast Fact	Immediate Distribution to CCT	
Sit Rep Essex County / Ambassador Bridge: Travel to USA/Canada: Open and flowing freely Slight traffic delays into the USA due to IT issues on the US side. Tunnel: Open and flowing freely New Developments: Intersection reopening dates will be: Huron Church/Girardot- March 7 Huron Church/Millen- March 7 Huron Church/College-March 13 Huron Church/Wyandotte-March 13 Information regarding a "Freedom Chain" movement across Canada scheduled for March 5th. Very low numbers participated in the convoy from our area. 17 vehicles @ the Husky 4 vehicles @ Sarnia Separate protest scheduled for a march originating on Tecumseh near Roseville Garden. Approximately 20 people showed up with Anti Trudeau signs. REDACTED		
Assigned Resources (Days) – Ambassador Bridge		
WPS Resources	Staffing	Notes
MCIC/CIC/IC	1	

OPP MAJOR INCIDENT COMMAND ORDER



- Major Incident Order – 14 pages
- Details who is to be called out etc
- Entire section on Logistics
- Finance included
- Section on Communications (below)

- terrorism incident;
- natural disaster;
- weather event;
- fire;
- security event;
- search and rescue;
- structural collapse;
- mass transportation event (rail, air, water); and
- any occurrence that has resulted in multiple fatalities where external resources are required.

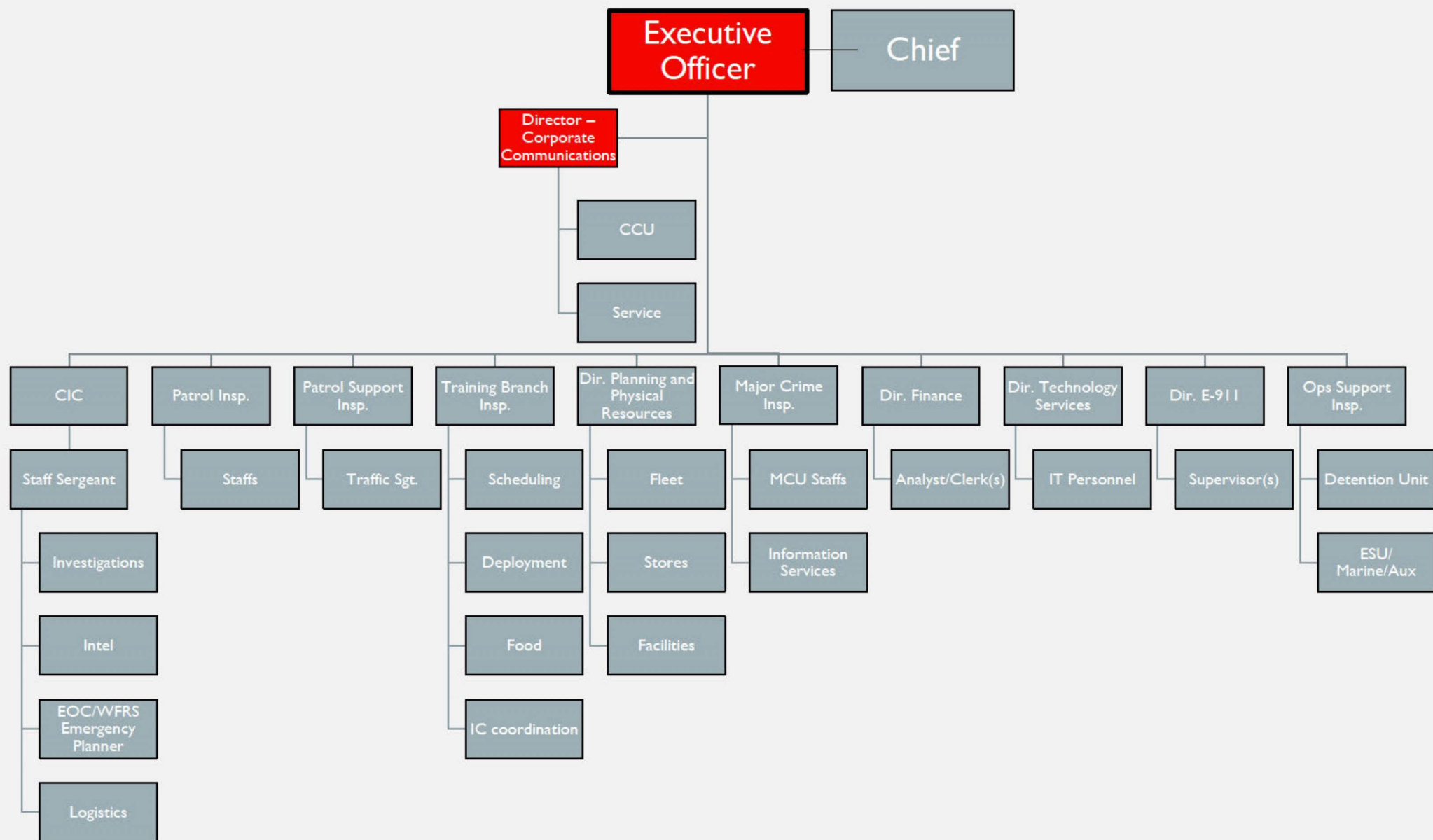
Communications

The communications advisor, during a major incident, shall report directly to the critical incident commander/incident commander and be responsible for:

- preparing/submitting a written communication plan based on information received and logistical circumstances;
- establishing/maintaining the communication function and telecommunications centre, including phone requirements/radio channels/towers and numbering system of vehicles;
- ensuring that all required avenues of communications are available;
- ensuring that impediments to continuous command post communication ability are brought to the immediate attention of the

- scribe;
- crisis negotiator(s) (CN);
- investigators;
- technical support;
- other perimeter uniform members;
- communications advisor;
- logistics member(s);
- Forensic Identification Services (FIS);
- community safety officer (CSO); and
- Provincial Liaison Team.

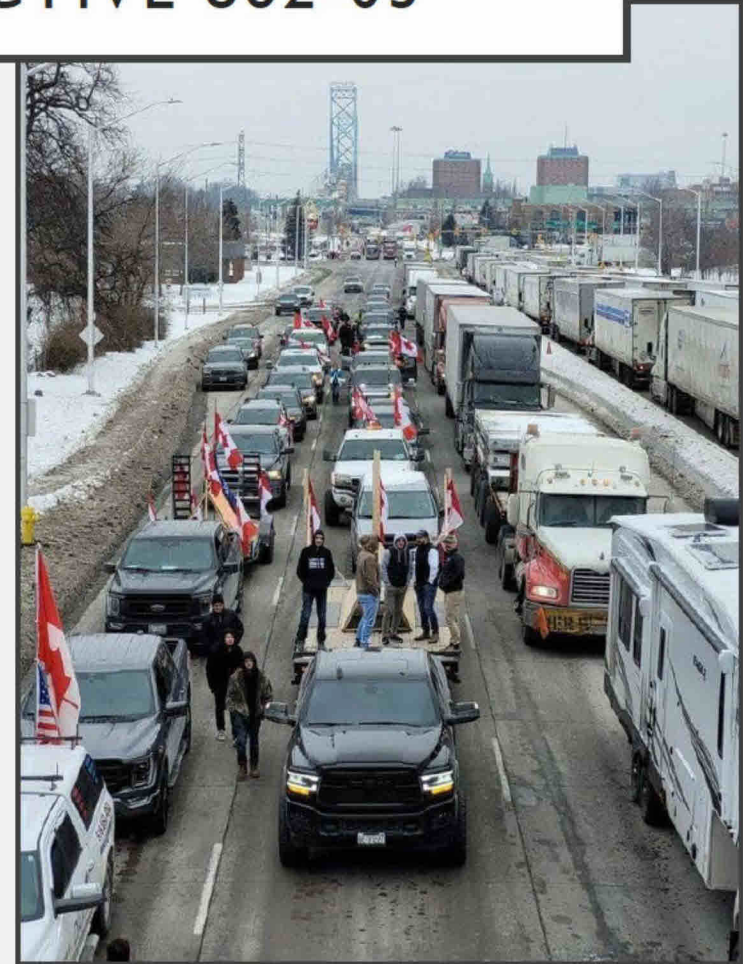
SUGGESTED MAJOR INCIDENT ADMINISTRATION STRUCTURE





WPS DEBRIEFING DIRECTIVE 862-03

- Major events should be **constructively** analyzed to measure policy effectiveness and ensure police development best meets the needs of the public, officer's abilities and the resources of the Service;
- Debriefs required for large crowd control events or any event determined to be major by a Senior Officer;
- Debriefing Officer will be a Critical Incident Commander or designate a suitable Staff Sergeant or Sergeant;
- Debriefing Officer will prepare a debriefing report.



WHAT DO WE HOPE TO ACCOMPLISH WITH THIS DEBRIEF?

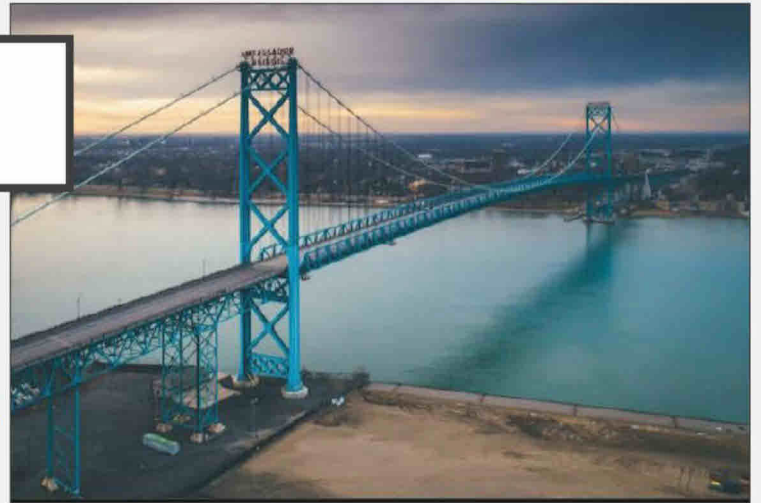
Develop recommendations (ie Playbook) for any similar large scale incidents in the future. This will allow us to streamline any similar processes and enhance efficiencies (Financial and Operational). i.e. front load as much as possible;

Improve response, compliance, equipment acquisition and training enhancements (ie. Public Order Training?);

Improve coordination and communication with outside agencies that we request assistance from.



OVERVIEW OF PRESENTATION



- I will address the Who, **What**, When, Where, How and Why of the event;
- Our CIC's will assist, speaking to their specific involvement;
- **What resources were relied upon to debrief this incident:**
 - Financial Statements, Media, Debrief forms (Internal and External), Meetings, CIC Scribe notes, Internal/External Agency Directives and protocols, Social Media, MCU/CIU information, SMEAC's, POU Plans, Arrest Plans, Investigation Plans, Traffic Plans, Drone videos and E-911 Audio.
- **Topics to be Discussed:**
 - Timeline, Statistics, Incident location, Players, That first week, CIC/EOC, Logistics (Deployment, Scheduling, Food), IT, Fleet/Facilities/Stores, Arrest/Investigation Plan, POU and other Partner input, Finance, Next Steps.



WHY/WHEN?

What started as a convoy of protestors, saying they were opposed to a vaccination mandate for cross-border truckers became an illegal occupation as 100's of semi-trucks parked end to end in downtown Ottawa, paralyzing Parliament Hill.

- **Jan. 14** — Alberta woman Tamara Lich launched a fundraiser on GoFundMe for “Freedom Convoy 2022.”
- **Jan 27** – Convoy rolls east through London on 401. Traffic congestion and thousands of pedestrians line the overpass bridges in support. Ottawa PS requests London POU support.
- **Jan. 28** — Hundreds of trucks arrived in downtown Ottawa as the first wave of the protest.
- **Jan. 29** — About 3,000 big rigs and other trucks, as well as more than 15,000 protestors converged in downtown Ottawa. Protesters were seen drinking and dancing on the Tomb of the Unknown Soldier at the National War Memorial, and others in the crowd draped flags and anti-vaccine signs on the Terry Fox statue. Some people openly display racist symbols such as swastikas and Confederate flags.

WHY/WHEN?

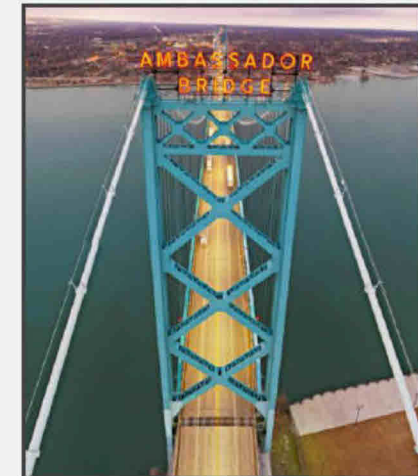
- **Feb. 3** - Information received that a 'slow roll' was planned for the area of the Ambassador Bridge on February 4, 5 and 6th.
- **Feb. 4** — GoFundMe pulled the plug on the Freedom Convoy 2022 campaign, which had collected more than **\$10 million**. 86% of donors were Canadian. Turned to Christian website, GiveSendGo; raised another \$9.5 million US.
- **Feb. 6** — Ottawa Mayor Jim Watson declared a **state of emergency** in the city over ongoing protests. In a news release, the city said the decision “reflects the serious danger and threat to the safety and security of residents posed by the ongoing demonstrations.”
- **Feb. 6** - Slow roll gathers at Mic Mac park with over 100 vehicles – organizers cooperative with WPS
- **Feb. 7** – Windsor Blockade begins

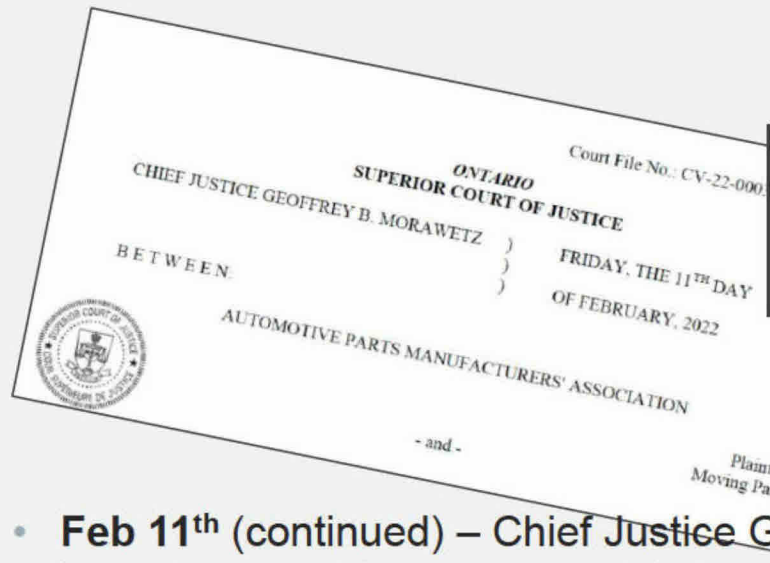


WHY/WHEN?



- **Feb. 11** – Province of Ontario declares a State of Emergency (as a result of interference with critical infrastructure that was preventing the movement of people and the delivery of essential goods and services)
- **Emergency Order** (Ontario regulation 71/22) prohibiting interference with:
 - 400 Series Highways;
 - Airports;
 - Hospitals;
 - **International** and interprovincial **bridges** and crossings;
 - Ports;
 - Power generation and transmission facilities, and
 - Railways





WHY? WHEN?



- **Feb 11th** (continued) – Chief Justice Geoffrey Morawetz authorized an **Injunction** applied for by the Automotive Parts Manufacturers' Association (plaintiff), effective 1900 hrs, that date. 10 day duration.
- **Feb 14** – Prime Minister Trudeau announced that he was invoking the **Emergencies Act** (1st time in Canadian history)
 - Gave Federal Government temporary powers to handle on-going blockades and protests;
 - Gave police more powers to restore order in places where public assemblies constitute illegal and dangerous activities (blockades and occupations);
 - Federal government also designated **border crossings** and airports as critical areas;
 - The federal government is also going after financial support for illegal activity associated with the convoy protest.

Politics

Federal government invokes Emergencies Act for first time ever in response to protests, blockades



Timeline



Jan 14
GoFundMe
fundraiser
started
“Freedom
Convoy 2022”



Jan 27
Convoy heads
to Ottawa
through
London.
London POU
requested to
assist in
Ottawa



Jan 28
Hundreds of
trucks arrive in
Ottawa



Jan 29
3000 Big Rigs
and 15,000
protestors
take over d/t
Ottawa



Feb 4
GoFundMe –
Freedom
Convoy 2022
terminated



Feb 6
State of
Emergency
declared in
Ottawa



Feb 7
Windsor
Bridge
Blockade
begins



WHAT WAS AT STAKE?

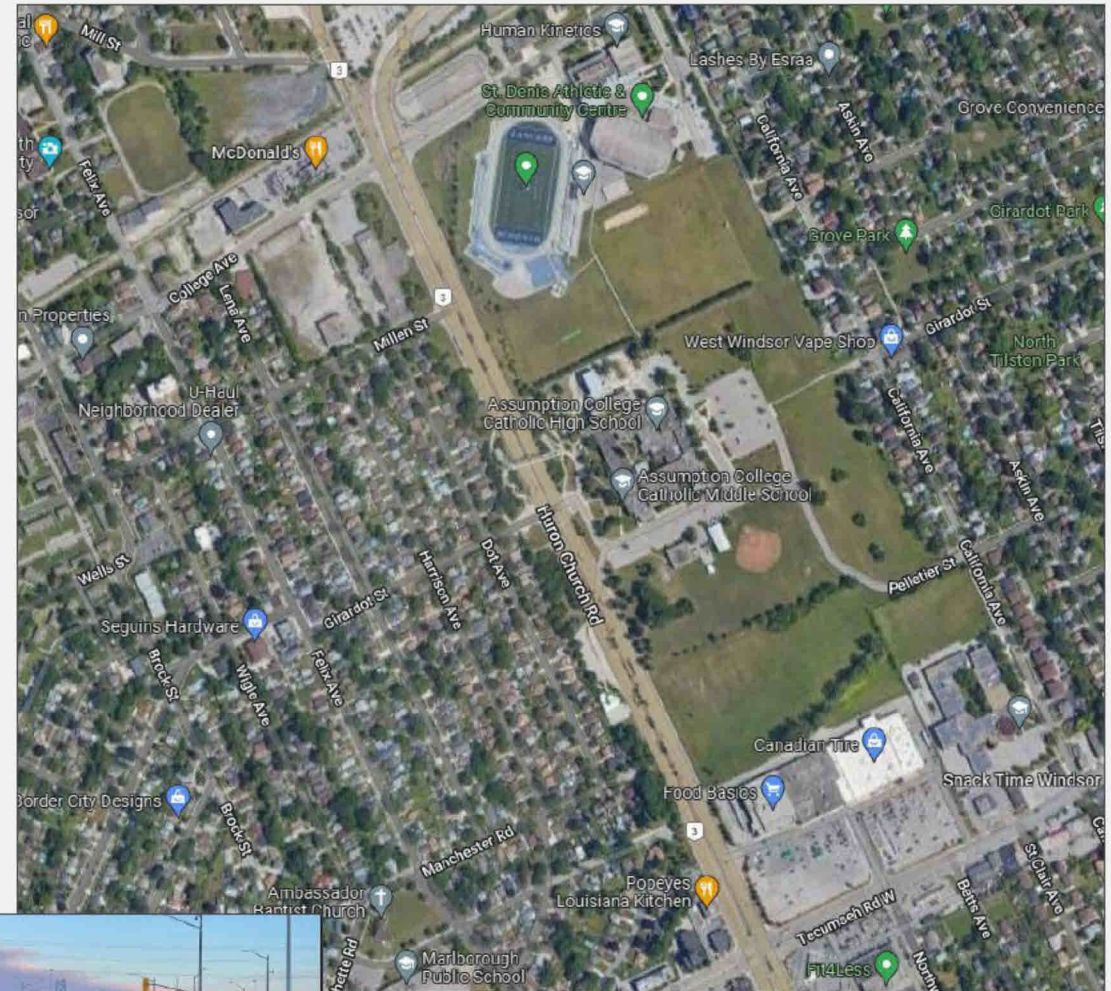
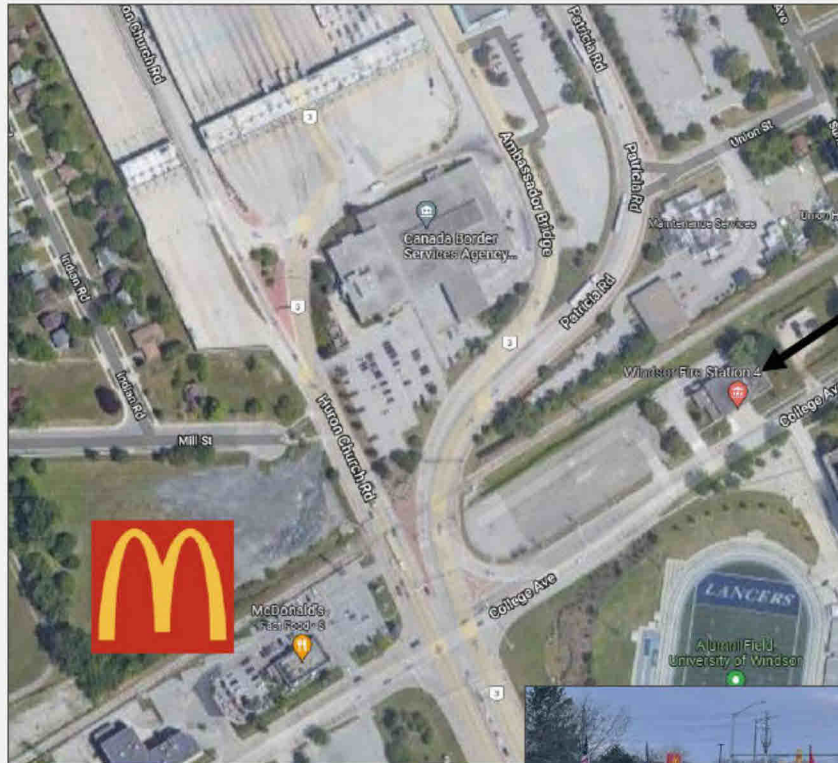
Statistics

- Windsor/Detroit trade corridor is the busiest commercial border crossing in the world
- Local Transportation and Warehousing Sector is made up of 2,600 businesses employing over 10,000 people In Windsor/Essex
- 25% of the trade between the US and Canada crosses the Ambassador Bridge
- **\$ 450 million dollars** of goods crosses per day
- 1/3 of all surface trade between Canada and the US crosses here
- Auto industry alone facing losses upward of **\$988 million dollars** over seven days

- **\$141 million dollars** worth of auto parts and vehicles cross per day
- 70% of all greenhouse produce is exported to the US via the Ambassador Bridge
- There are 3200 acres of vegetable greenhouses in Ontario – 80% of those are in Windsor/Essex
- 6,500 Windsor/Essex residents work in the US and use our border points everyday



WHERE?



1.04 kms, College to Tecumseh





WHERE?



WHO?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

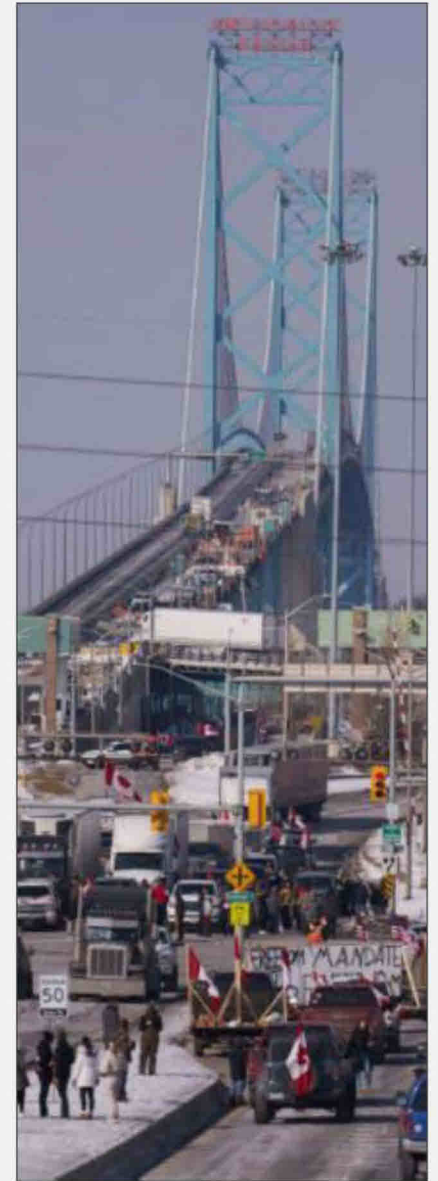
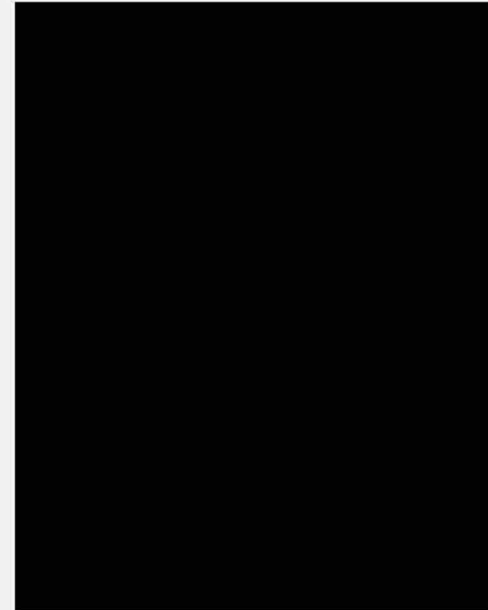
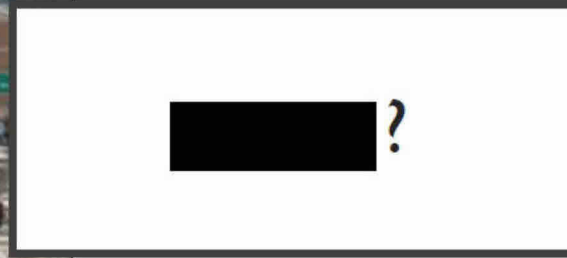
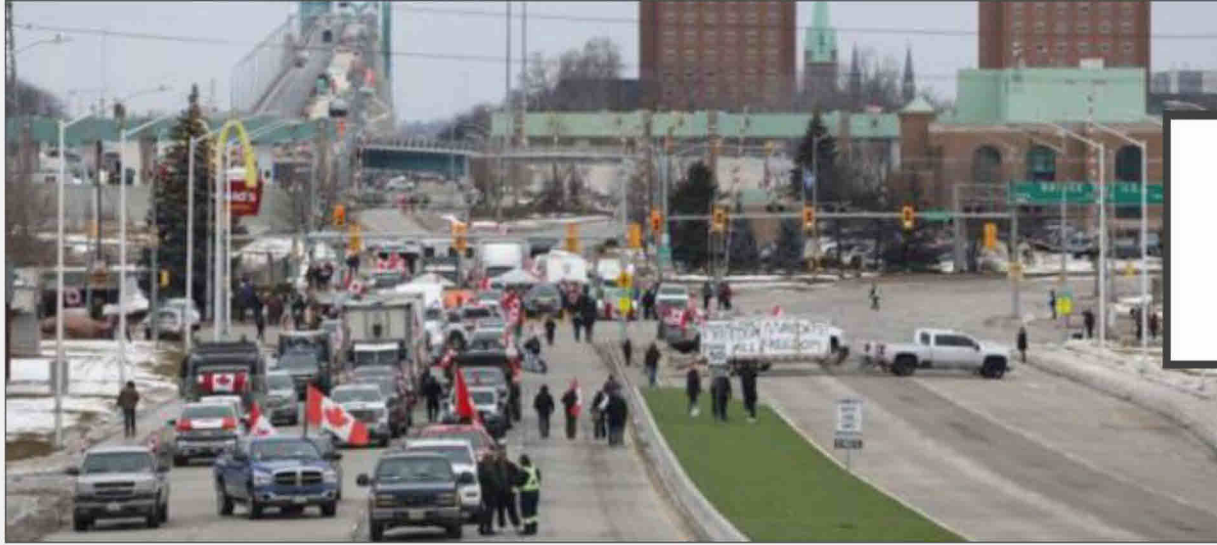
[REDACTED]

[REDACTED]

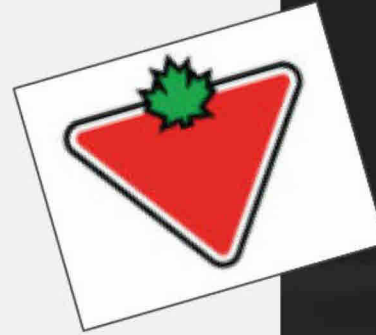
[REDACTED]

[REDACTED]

[REDACTED]



WHO?



WHO?



- London POU Commander's dialogue/comments regarding Ottawa Protesters:

REDACTED

*"Movement was catching on with others
starting to emerge across Canada"*

DAY 1 – FEBRUARY 7TH, 2022

- **Sgt K. Hamlin** and **A/Sgt Birch** (Nightshift, 1818 hrs) were detailed to attend the Convoy in the initial stages. When police (3 officers) first got there, the crowds wanted their attention and were in their faces with phones, shouting, swearing and taunting them.
- **Hamlin and Birch** attempted to speak to the crowds to try to come to some sort of resolution or agreement. This proved effective with only parts of the crowd. The most difficult thing was 'they' were unorganized protestors. There was initially no one spokesman, everyone had different opinions and agendas. Very quickly the crowd started to chant and become aggressive, swarming them and they could see that the situation was devolving so they retreated back to the cruisers to reassess.
- Patrol were completely outnumbered and it was evident they wanted a confrontation so their hands were tied until we they more resources. Plans were put in to place to have additional police personnel from other services attend, so they could deal with the evolving situation and numbers of people attending the protest.



C5 18794 MORDUS, STEPHANIE on 19:27 Mon Feb 07 2022

(M) : RAC FROM A TRUCKER DRIVER JUST SOUTH OF TECUMSEH AT HURON CHURCH ADVISING THAT TRUCK DRIVERS ARE GETTING OUT OF THEIR TRUCKS AND WALKING NB WITH TIRE IRONS IN THEIR HANDS, **REDACTED**

As of 14:07:34

Unit/Service	Officer(s)	Dispatched	Enroute	At Scene	Cleared	Dispatched
	BOUVERAT, ROCH	22-02-07 06:22	22-02-07 06:22	22-02-07 06:22	22-02-07 11:30	
	THERIAULT, JEFFREY	22-02-07 06:42	22-02-07 06:42	22-02-07 06:42	22-02-07 10:58	
	HERGOTT, BRENDAN	22-02-07 07:10	22-02-07 07:20	22-02-07 07:29	22-02-07 21:38	
	SPRATT, ERICKA	22-02-07 07:48		22-02-07 07:54	22-02-07 21:51	
	ARMSTRONG, CALE	22-02-07 09:26		22-02-07 09:26	22-02-07 22:09	
	DEARSLEY, KENNETH	22-02-07 09:26		22-02-07 09:31	22-02-07 23:21	
	HLADKI, JAMES	22-02-07 10:02	22-02-07 10:02	22-02-07 10:02	22-02-07 16:35	
	NOSELLA, ANTHONY	22-02-07 10:02	22-02-07 10:02	22-02-07 10:02	22-02-07 10:58	
	ASHTON, SHAUN	22-02-07 10:49	22-02-07 10:49	22-02-07 10:49	22-02-08 00:39	
	SHEPLEY, JESSICA	22-02-07 10:49	22-02-07 10:49	22-02-07 10:49	22-02-08 00:22	
	AHAD, GEORGE	22-02-07 10:49	22-02-07 10:49	22-02-07 10:49	22-02-08 00:22	
	EVANS, MORGAN	22-02-07 10:57	22-02-07 10:57	22-02-07 10:57	22-02-07 16:50	
	THERIAULT, JEFFREY	22-02-07 11:02	22-02-07 11:02	22-02-07 11:02	22-02-07 18:25	
	NOSELLA, ANTHONY	22-02-07 11:25	22-02-07 11:25	22-02-07 11:25	22-02-07 19:32	
	RYAN, PATRICK	22-02-07 13:35	22-02-07 13:36	22-02-07 13:40	22-02-07 22:17	
	BRNARDIC, STEVEN JOSEPH	22-02-07 14:25	22-02-07 14:25	22-02-07 14:25	22-02-07 17:28	
	DEGRAAF, KAREL	22-02-07 14:58	22-02-07 14:58	22-02-07 14:58	22-02-07 23:38	
	HLADKI, JAMES	22-02-07 16:46	22-02-07 16:46	22-02-07 16:46	22-02-07 21:34	
	RUCCOLO, ERICA	22-02-07 18:17	22-02-07 18:20	22-02-07 18:31	22-02-08 00:57	
	HAMLIN, KHRISTY/11153 ...	22-02-07 18:18	22-02-08 04:11	22-02-08 04:11	22-02-08 05:54	
	WOJDYLO, PATRICK	22-02-07 18:22	22-02-07 18:23	22-02-07 18:38	22-02-08 04:13	
	ZELENY, DANIEL	22-02-07 18:23	22-02-07 18:25	22-02-07 18:31	22-02-07 22:32	
		22-02-07 18:24				
	YACOB, ANDREW	22-02-07 18:33	22-02-07 18:36	22-02-07 18:38	22-02-08 05:53	
	SHAW, KYLE	22-02-07 18:34	22-02-07 18:34	22-02-07 18:40	22-02-08 07:15	
		22-02-07 18:36				
	ADAM, MATTHEW	22-02-07 18:38	22-02-07 18:39	22-02-07 18:48	22-02-07 22:30	
	CALCE, MICHAEL	22-02-07 18:44	22-02-07 18:46	22-02-07 18:48	22-02-07 22:29	
	ROLAND, CONNOR	22-02-07 18:54	22-02-07 19:06		22-02-07 19:14	
	GLAVIN, BRENT/11153 BIRC...	22-02-07 19:00	22-02-07 19:00	22-02-07 19:19		
	SWEET, AJAY/13204 DONI...	22-02-07 19:02	22-02-07 19:02	22-02-07 19:02		
	CORRENT, JACOB/11423 JO...	22-02-07 19:03		22-02-07 19:04		
	PENNER, HEINRICH/20671 R...	22-02-07 19:04	22-02-07 19:05	22-02-07 19:18		
	MACNEIL, BRETT	22-02-07 19:07	22-02-07 19:10	22-02-07 19:14		
	SNYDER, TREVOR	22-02-07 19:07	22-02-07 19:08	22-02-07 19:21		
	KNUDSEN, NICHOLAS/19591 ...	22-02-07 19:16	22-02-07 19:21	22-02-07 19:28		
	GUARINO, MATTHEW	22-02-07 19:20		22-02-07 19:20		
	SCOTT, DUNCAN	22-02-07 19:28	22-02-07 19:28	22-02-07 19:39		
	TREMBLAY, MARC	22-02-07 19:31	22-02-07 19:31	22-02-07 19:31	22-02-08 07:02	
	MELOCHE, KEN	22-02-07 19:31	22-02-07 19:31	22-02-07 19:31	22-02-08 00:27	
	MONTIGNY, LANCE JOSEPH	22-02-07 19:31	22-02-07 19:34	22-02-07 20:11	22-02-08 00:03	
	ADJETEY-NELSON, JAMIE	22-02-07 19:33	22-02-07 19:33	22-02-07 19:33	22-02-08 01:00	

Feb. 7, 2022

Chronological Events

02-07-2022 06:22:41 DSP1 0254 WHITE, JANE Status Change
 AS 19186 BOUVERAT, ROCH HURON CHURCH
 RD AT TECUMSEH RD W

02-07-2022 06:42:39 DSP1 0254 WHITE, JANE Status Change
 AS 20957 THERIAULT, JEFFREY HURON
 CHURCH RD AT TECUMSEH RD W

02-07-2022 06:42:47 DSP1 0254 WHITE, JANE Status Change
 AS 20957 THERIAULT, JEFFREY H CHURCH
 AT COLLEGE

02-07-2022 07:10:35 DSP1 20851 NOBLE-BUNN, ALYSSA Status Change
 DP 21368 HERGOTT, BRENDAN HURON
 CHURCH RD AT TECUMSEH RD W

02-07-2022 07:10:49 DSP1 20851 NOBLE-BUNN, ALYSSA Status Change
 DP 21368 HERGOTT, BRENDAN MALDEN/HC//

02-07-2022 07:20:19 1A22 21368 HERGOTT, BRENDAN Status Change
 ER 21368 HERGOTT, BRENDAN

02-07-2022 07:29:40 1A22 21368 HERGOTT, BRENDAN Status Change
 AS 21368 HERGOTT, BRENDAN

02-07-2022 07:48:45 DSP1 20851 NOBLE-BUNN, ALYSSA Status Change
 ** CONFIDENTIAL **

Call For Service - WI 2022- REDACTED CLEARED

Overview

Call #
WI 2022-10454

Call Type
049 - TRAFFIC CONTROL/BORDER CROSSINGS

Call Date
2022-Feb-07 06:22:13

Final Call Type
049 - TRAFFIC CONTROL/BORDER CROSSINGS

Class
T



AREAS TO IMPROVE/SUCCESSSES (INITIAL PATROL RESPONSE)

- 'Ops Plan' was somewhat unreliable in the beginning; no specific plan in place when the bridge was first shut down
- Extremely resource intensive; only a fraction of patrol officers remained to take calls for service while the majority maintained points on Huron Church; patrol personnel were totally burned out
- Overtime became an immediate concern. The majority of the platoon would be required to remain past their scheduled shift time with few options in place for staffing levels the following day should OT become prolonged
- There was no clear guidance for shift supervision regarding OT and call-in of staff resources in the initial phases
- A plan of action had to be quickly developed to convey operational deployment information to the next shift and coordinating a seamless handoff with the incoming platoon
- With the incoming platoon, shortages of equipment became apparent. There were not enough tasers, or police vehicles to cover off the overlap of shifts making the initial transition challenging.
- The lineups to get equipment were lengthy making the handoff even longer
- A lot of Call In's were done to officer's work phones, that were off or on nights. Windsor officers advised they would have come in had they been notified on their personal phones
- Officers were upset that other services were contacted to come work for double time before Windsor officers were given the opportunity
- Officers questioning why we waited so long to act on injunction

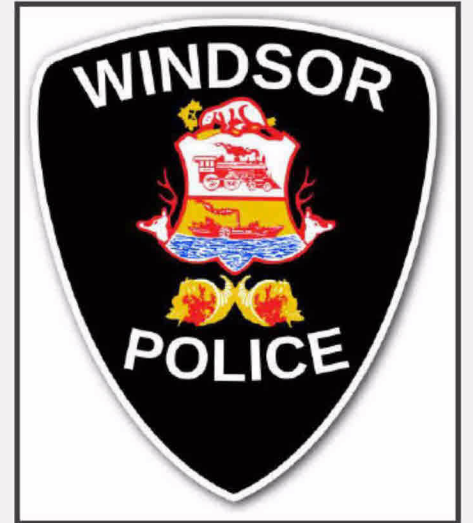
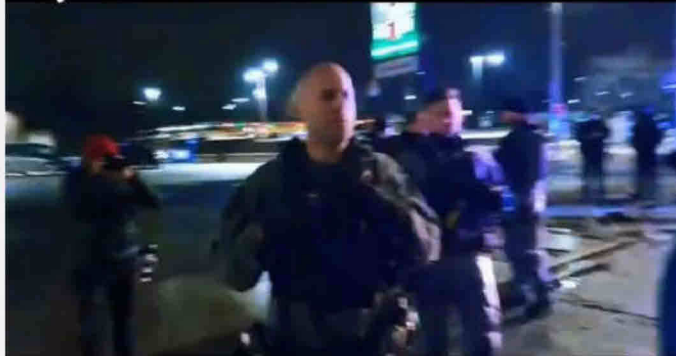
- Officers remained professional and didn't complain about the inclement weather
- The food provided was top notch and officers were extremely grateful
- Officers maintained an unbiased and impartial attitude to all sides
- Officers were professional and patient even after working extended hours
- Dividing the area into Zones made it so much more organized and easier for handoffs.
- The Flyers were helpful as well as the information sheets provided
- Officers were well paid the entire time
- Everyone came together and all services worked well together – great JFO effort
- Felt very supported by Admin – we had direct contact with Incident Commanders which was very beneficial
- Having training branch as a set up point was perfect
- Briefings and transportation from training became more efficient with each shift
- Other services were blown away with the treatment by the Windsor Police



PC RHOADS AND PROTESTORS

“Negotiating”

Reply to REDACTED comment
Can you post without music the last bit was great



CRITICAL INCIDENT COMMAND(CIC)

- **O. Reg 3/99**
- EMERGENCY RESPONSE SERVICES
- 21. (1) Police forces shall include the following emergency response services:
 - 1. Tactical unit.
 - 2. Hostage rescue team.
 - **3. Major incident commanders.**
 - 4. Crisis negotiators.
 - 5. Police explosive forced entry technicians.
 - 6. Explosive disposal technicians. O. Reg. 3/99, s. 21 (1).



O. Reg. 3/99: ADEQUACY AND EFFECTIVENESS OF POLICE SERVICES

under *Police Services Act, R.S.O. 1990, c. P.15*

CIC



Resolution 2016-04

Incident Response – Provincial Best Practices Guidelines Framework
Approved at the 65th Annual General Meeting, June 29th, 2016

- WHEREAS on June 24, 2009, the OACP passed resolution 2009-09 to adopt Emergency Measures Ontario's **Incident Management System (IMS)** for Ontario Police Services and to work with the Ministry of Community Safety and Correctional Services' Emergency Management Ontario and other municipal, provincial, and federal stakeholders to ensure that Ontario police services are supported by appropriate emergency preparedness standards, training, resources, and funding; and
- WHEREAS the 2014 resolution defines "Incident Response" as an organized approach to addressing and managing a potential occurrence or "incident" with the goal of handling the situation in a manner which limits damage and **reduces economic or social losses**. Incident Response in a policing context relates to such events as **major events** and disasters, **public order**, search, and barricaded persons/hostage rescue,

CIC



- **WPS CIC's**

- A/Deputy Chief Jason Crowley
- A/Supt. Karel DeGraaf
- Supt Dan Potvin

(midnights 1900-0700 hrs)

(days 0700-1900 hrs)

(days, weekend, Feb 17th thru Feb. 20th)

- **OPP CIC's**

- Supt. Dana Early
- A/Insp Jamie Smith (I/C)

(days 0700-1900 hrs)

(midnights 1900–0700 hrs)



SMEAC



SMEAC - AN OPERATIONAL PLANNING TOOL

1. SITUATION

- Operation Overview
- Suspect Information
- Suspect Vehicles
- Location Overview
- Additional Persons on Scene

2. MISSION

- (In one or two sentences)

3. EXECUTION

- Tasks
- Timings
- Movement & Control Measures

4. ADMINISTRATION

5. COMMAND & COMMUNICATIONS

MISSION: POU and Tactical will support uniform front-line to prevent individuals and/or vehicles from entering the AO in order to maintain traffic flow to Ambassador Bridge. Officer and public safety paramount.

MAIN ACTION PLAN:

POU staged at 4285 Industrial Drive, Windsor ON and conduct periodic patrols to observe and ready to deploy to support front-line uniform for crowd management and/or arrest.

IMMEDIATE ACTION PLANS:

If protesting groups amass, POU ALPHA and CHARIE will deploy at the direction the OPP CIC to prevent highway obstruction and maintain traffic flow. POU Command will direct tactical movements.

If an occupant(s) of a vehicle stops in the area of operation and refuse to exit, Windsor Police Tactical will extract from vehicle in order to remove highway blockades.

OPP TRU will support POU ALPHA and CHARLIE as tactically required during POU deployments.

OPP TRU to engage with ARV to conduct Officer Rescue or Extraction as directed by OPP CIC.

If crowd dynamics change and police resources are overwhelmed, mass gas deployment by POU ALPHA as authorized by Critical Incident Commander.

REDACTED

RULES OF ENGAGEMENT:

- Public Order Commander to have Operational Command & Control
- Use of Less Lethal Equipment/Tactics POU Commander, Section Leads

AUTHORITIES:

- Arrest Authority Mischief – Criminal Code
- Use of Force – Section 25 – Criminal Code
- Obstruct Police – Breach of Secure Area of Operation
- EMPCA – POA Legislation can be used post Criminal Code Arrest – Not prior.

MISSION: POU and Tactical will support uniform front-line to prevent individuals and/or vehicles from entering the AO in order to maintain traffic flow to Ambassador Bridge. Officer and public safety paramount.

CIC/SMEAC

MISSION

Mission

The OPP: our policing partners will keep the peace, enforce legislation, establish & maintain the safe flow of traffic and respecting individuals Charter Rights to peaceful assembly: Freedom of Speech with public: officer safety being paramount.

Main Action Plan

Maintain a safe flow of traffic to and from the Ambassador Bridge.

IMMEDIATE ACTION PLAN - HWY BLOCKADE

REDACTED

IMMEDIATE ACTION PLAN - HWY BLOCKADE ESTABLISHED

REDACTED

IMMEDIATE ACTION PLAN - COUNTER PROTESTS

REDACTED

IMMEDIATE ACTION PLAN - CRITICAL INFRASTRUCTURE COMPROMISE

REDACTED

SCRIBES

1614



DATE/TIME	CIC	NOTES	SCRIBE
5 0834		REDACTED phone call to REDACTED Inspector Lawrence providing an update	FAIRLIE
0845		REDACTED Dispatch - confirming no traffic to come onto EC Row in either direction Patrol advising had only blocked NB. 9K11 blocking both SB & NB	FAIRLIE
0850		Round Table - Earley-to Intell - no ev of further protest, to Logist - get front line in there, to Border - open bridge, Media-enf continuing, zero tolerance, to traffic - open lanes, may prohibited side streets, PLT-thank ppl, Stay away	FAIRLIE
0855		Scribe- REDACTED dispatch asking if D/C Bellaire approved ETR train to go through. Plan still be approved	FAIRLIE
0856		REDACTED Media - approved media tweet	FAIRLIE
0856		REDACTED work on traffic plan	FAIRLIE
1 0858		Disp-Scribe advising train went through, REDACTED advised	FAIRLIE
2 0905		REDACTED Scribe adv Dispatch to remove unit from REDACTED yard & head towards POU line	FAIRLIE
3 0907		REDACTED phone call- REDACTED Sgt Ashton assigned to be the IC for patrol units taking over from POU at HC/Tec (48 ofcrs OPP 38 & WPS28 ofcrs) REDACTED briefed REDACTED on expectations: arrests, tows, etc	FAIRLIE
4 0914		Disp REDACTED plaza owner Freshco Plaza (Shake) REDACTED advising peds can be removed & trespassed if part of the protest	FAIRLIE
5 0916		CBSA- REDACTED - 1hr notice to go live	FAIRLIE
6 0916	REDACTED	REDACTED Scribe need specific wording from plaza owners to confirm what they own, buildings. p/lots & all his info. Scribe assigned to E911 Sup.	FAIRLIE
7 0922		Earley - REDACTED info that protesters may be headed to tunnel. REDACTED -disp provide additional units	FAIRLIE
8 0928		REDACTED Scribe confirmed with REDACTED	FAIRLIE
9 0941		REDACTED call cells to confirm protest arrest & charges	FAIRLIE
0 0944		REDACTED cells advising 13 arrests from todays arrests at the protests	FAIRLIE
1 0947		REDACTED phone call to REDACTED Sgt Ashton advising to liaison w/OPP W Burrow w/respect to barriers/plan etc	FAIRLIE
2 0950		REDACTED Earley London POU clearing out p/lot of people & vehs, S/Sgt Caffarena conf w/W.Burrow & S/Sgt Dicarlo	FAIRLIE
3 0957		REDACTED - Major Crime is going to confirm # of arrests	FAIRLIE
4 1004		REDACTED - 30 media at Freshco lot Tec/HC Disc about what to with them	FAIRLIE
5 1006		REDACTED Earley Media disc media post	FAIRLIE
6 1011		REDACTED 4 small media at Fresco lot	FAIRLIE
7 1016		REDACTED 15 ofcrs at HC/Tec plaza that will be available	FAIRLIE
8 1017		REDACTED Earley - REDACTED disc about HC road plan & staffic plans. Disc about RCMP, future OPP plans	FAIRLIE
9 1020		REDACTED check if RCMP	FAIRLIE
0 1024		REDACTED Scribe ex wording about Tec/HC plaza. Confirmed from Disp REDACTED owns entire plaza & p/lots from The Source to the south (Tec to Totten) both vehs & trespassers can be removed. Info given to PLT	FAIRLIE
1 1030		REDACTED confirmed media post to send ppl to media station	FAIRLIE

- Andrea McLeod, Marybeth Fairlie, Mari-Tricia Brooks (8 hour shifts)
- 1614 entries (Feb 7th to March 1st, 23 days – **70 entries per day**)
- Handwritten notes
- Integral part of the CIC Team at the EOC

CIC TAKEAWAYS

What Did We Do Well

- WPS was quick to act on recommendations and suggestions.
- Training branch location was ideal for the incident and large enough to be able to secure the people and vehicles.
- Excellent in being able to provide contacts and resources for the incident. Links with City of Windsor were essential for the plans to be effective.
- WPS was receptive to new approaches and perspectives
- EOC was very functional and optimal setting for the Command Team.
- WPS Command officers were supportive and communicated effectively to achieve the team's goals.



Recommendations for Improvement

- Ensuring at outset of an incident the event is sufficiently resourced not only in terms of personnel on ground, but the support to the incident as well (logistics, planners, scribes, etc.)
- Strong command presence not only within the CP but ensuring attendance on scene and in staging area. This allows for an overview of the site and to speak with members on ground who can often provide suggestions to support operations.
- Difficulty with determining the number of WPS members available for staffing per shift – would have better supported the event to have a firm number that would be provided each shift.
- Needed WPS to be more engaged with collaborating on operational plans. WPS members have best idea of the area and implications of decisions and should be embedded in decision making matrix.
- Better communication was needed between command/scheduling at staging area and at CP to ensure that actions were explained, understood, and completed.



AREAS FOR IMPROVEMENT

EOC

- Not enough parking
- Lack of kitchen/food prep area in the EOC room
- Lack of trained personnel to perform the duties of the Emergency Planning Office

WPS

- At times, established path of communication to City staff such as public works, engineering, fire, etc. broke down, however, was remedied quickly
- CCG and City administration unsure how to integrate their role with respect to WPS IAP
- Request for provincial request for assistance (RFA) process needs to be better understood by all – this can be addressed during annual EOC training

EOC – FUNCTIONALITY

WHAT DID WPS DO WELL?

EOC

- Technology supported the event
- Facility performed mostly as expected
- Good communication between IC and Emergency Planning Officer
- WPS had implemented an appropriate IAP
- CEMC directed efforts to ensure all city actions anticipated or otherwise, fit within the IAP and communication took place prior to any city action



PROVINCIAL LIAISON TEAM (PLT)

- PC Maggie Young was assigned as a WPS liaison to work alongside the OPP – PLT Team. PLT arrived on Feb. 8th.
- **Main issue on ground was that the Protestors didn't have ONE organizer. Created issues significant negotiation issues.**
- Assignment was to attend businesses along Huron Church Road who were affected by the cement barriers that had been placed along the road. Customers had limited access to these businesses. There were a small number of businesses who had no rear access and had been greatly affected by the barriers. This early morning approach went a long way with owners.
- Most business owners just wanted their issues to be heard by officers.

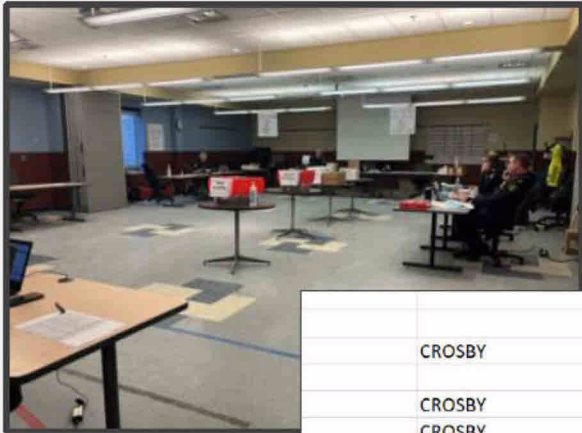


Ontario Provincial Police ✓
@OPP_News

The Provincial Liaison Team is part of the OPP response to events such as demonstrations and protests. Their primary focus is relationship building and opening lines of communication with involved parties. Learn more here: bit.ly/2Sz4EGA

- The following day, PC M. Young returned to the EOC and acted as a liaison for any incoming complaints from businesses on Huron Church Rd. She received approximately 4-5 emails from Inspector Lawrence, which were directly sent to OPP – PLT and dealt with immediately.
- Most of the businesses just wanted to be acknowledged for the inconvenience.
- Owner of Fred's Farm Fresh was extremely upset as on Valentine's Day and he had 500 dozen roses that he did not believe he would be able to sell due to the barriers. PLT assigned POP to assist him with other issues he found concerning.

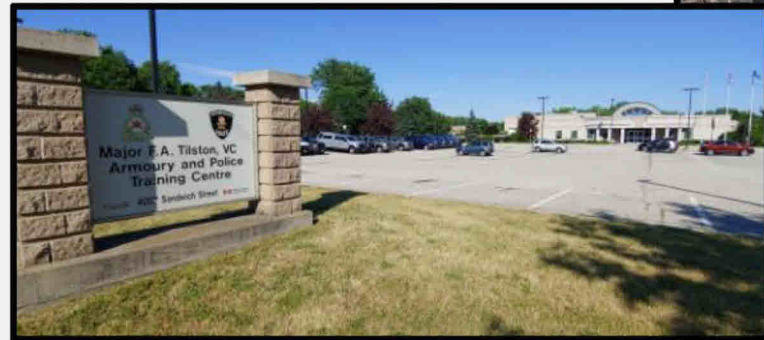
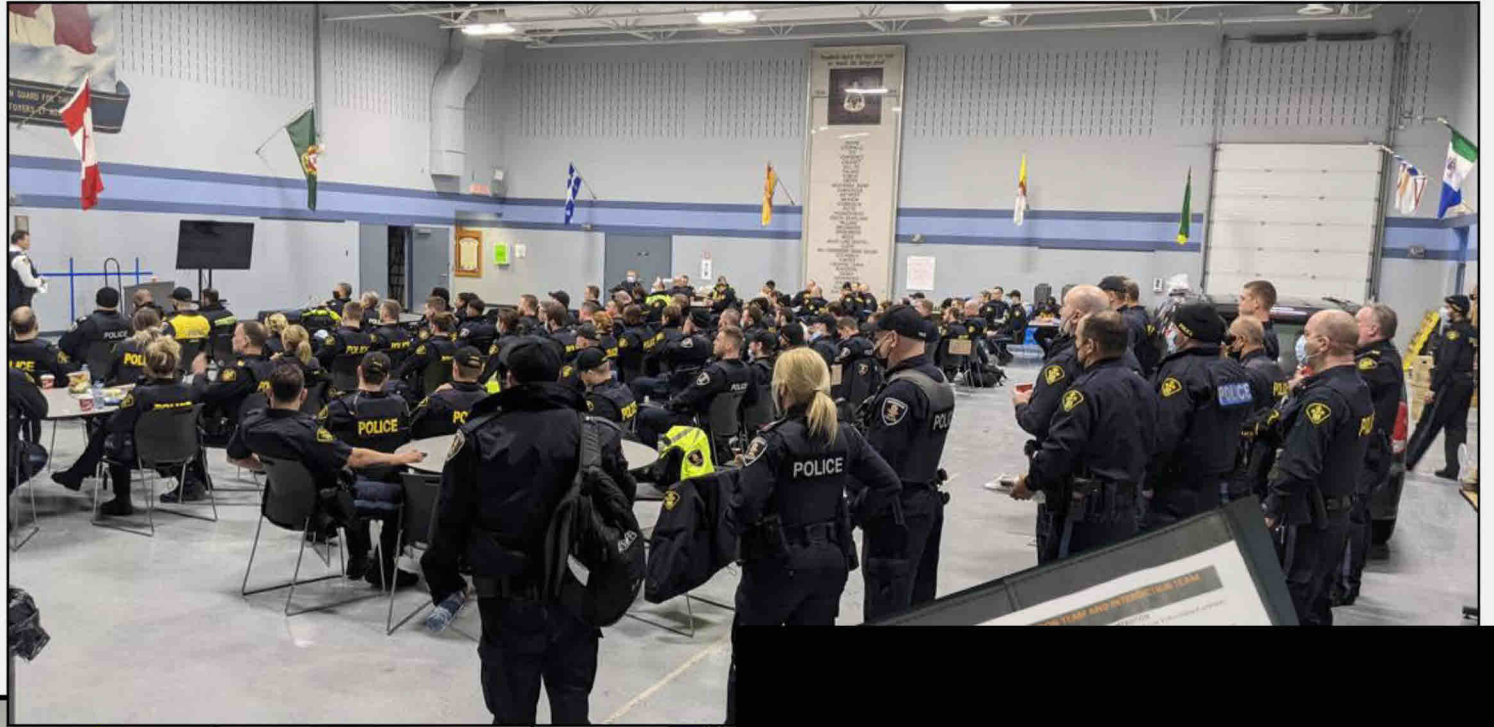
LOGISTICS



	A	B	C	D	E	F	G	H
		OPP			WPS			
		PC	NCO	TOTAL	PC	NCO	TOTAL	TOTAL
	Thursday (02/17) - Nights	50	16	66	47	6	53	119
	Friday (02/18) - Days	87	19	106	47	7	54	160
5	Friday (02/18) - Nights	48	13	61	47	8	55	116
6	Saturday (02/19) - Days	80	18	98	26	10	36	134
7	Saturday (02/19) - Nights	46	11	57	41	11	52	109
8	Sunday (02/20) - Days	77	18	95				
		39	10	49				

ASSIGNMENTS				
NAME	BADGE	RADIO	CALL SIGN	CELL
Sgt. Goodlett				
PC Ranton				
PC Jevlic				
Cst Deneau				
Sgt. Ashton				
Cst Bradley				
Cst Hellig				
PC Gagnier				
Sgt. O'Grady				
PC Kokes				
Sgt. Cartone				
Cst Kaufmann				
PC Cerilli				
Cst Corrent				
PC Dudley				
Cst Ellenberger				
Cst Souline				
PC Donsally				
Cst Ellis				
PC Douglas				
Sgt. Thronon				
PC Cameron				
PC Wheeler				
PC Phair				
Sgt. Johnson				
Cst Renschman				
Cst George				
Cst Hiller				
Sgt. Matheson				
PC Wheeler				
Sgt. Antal				
Cst Hille				
Cst Karhani				
Cst Hoshkarna				
PC Sidley				
PC Lentz				
PC Kasse				
PC O'Rourke				
Cst Lefter				
Cst Ruccolo				

	CROSBY	LIAISE WITH PLT/PATROL- PATROL NEEDS TO BE NOTIFIED OF ANY ASSISTANCE OR STRATEGY	
		UPDATE VIA DISPATCH AS REQUIRED	IN-PROGRESS
	CROSBY	DECISION NEEDS TO BE MADE AND ATTACHED TO THE ORDER	
	CROSBY	AS SOON AS POSSIBLE	IN-PROGRESS
	MURPHY	EMAIL REQUEST FOR SNOW BRUSHES, WASHER FLUID REQUESTED EARLIER	COMPLETED
	MCB	MCB FOLLOW UP REQUESTED TO CONTINUE INVESTIGATION	IN-PROGRESS



LOGISTICS

EOC

Insp. Jen Crosby	12 hr days
Insp. Marc Murphy	12 hr nights
A/Insp. Wendy Burrow (days)	OPP
A/Insp. Jamie Smith (nights)	OPP
Insp. Derek Needham	OPP
Sgt. Leah McFadden	(days)
Sgt's Ray Hamlin/Brain Hayes	(days)
Emily Bertram	WFRS

Training Branch

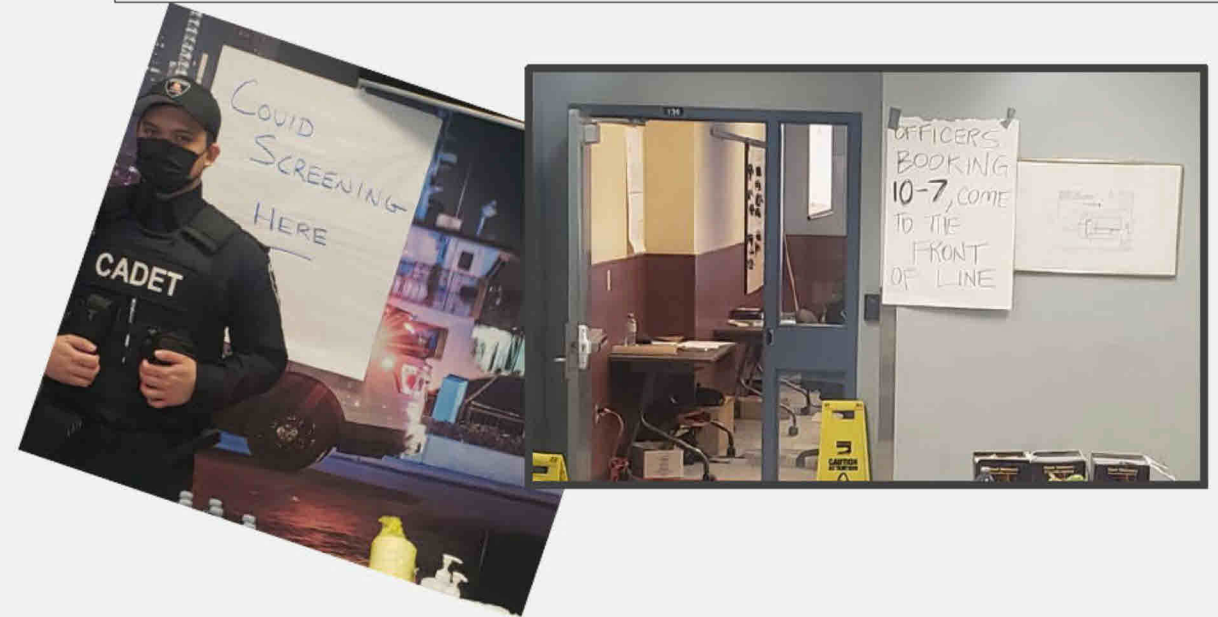
Insp. Ed Armstrong	Logistics/Dep
S/Sgt Chris Werstein (days)	OG OIC
S/Sgt Sue Garrett (nights)	OG OIC
S/Sgt Dave Barnaby (nights)	OPP OG OIC
S/Sgt Joe Faddoul	Scheduling
S/Sgt Duke Ing	OG CIC
A/S/Sgt Laura Lee Brown	OPP Logistics
Sgt. Ken Price	Food
Sgt. Rob Wilson (days)	Deployment
Sgt Del Bal (nights)	Deployment



LOGISTICS/DEPLOYMENT (INITIALLY)

- WFRS (Station # 4) in the Training Branch Lounge when TB personnel arrived in the morning. Had slept on mats that night.
- **Wednesday, Feb. 9th**, OPP/Waterloo POU started arriving at the TB, in multiple vans the early in the week. TB had not been given the heads up
- **Thursday, Feb. 10th** (2000 hrs). TB contacted by EOC and told to take care of “everything”
- Started assigning TB personnel to the numerous tasks (radios, deployment, food, drivers. Zone Sgt's)
- OPP assigned two officers for logistics and IC roles

- TB started addressing the following:
 - Traffic points
 - Supervision (WPS Sgt. for each zone)
 - Reliefs/Food
 - Plan for each intersection and Zone if protest starts (IAP for each)
 - Develop Medical Safety Plan (created SMEAC)



INITIAL DEPLOYMENT

- Had to assign officers to the following:
 - Intersections
 - Supervisors (Zones and Roaming)
 - QRT/IT
 - Buses (drivers)
 - Food
 - COVID Screening
 - Security
 - **REDACTED**
 - Hotel Parking Lots
 - Mic Mac (Tow Trucks, short notice)
 - TB front entrance
 - Dock

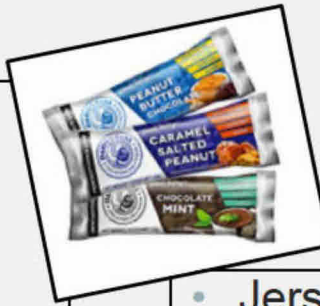


- Initial Scheduling Issues:
 - TB was calling officers themselves. Not many officers wanted the OT. TB had to plead for them to come in
 - Initially, numbers required didn't match what OPP officers were included in the count
 - Not enough officers the following shift which led to extremely long shifts, waiting to be relieved
 - OPP started keeping their radios to streamline the process. Still 14 hour shifts
 - Five days before a Staff was assigned to assist with scheduling
 - OPP had Auxiliaries assigned within two days. Took us a week to agree that our Auxiliaries could assist while being paid.



Responsibilities

- Accommodations (for all out of town officers)
- Food (EOC and POU)
- Finances (Petty cash management at EOC)
- Bus rentals (warming buses for patrol, POU transportation, City transportation buses for patrol from HQ to Training Branch)
- Equipment rentals/purchases/tracking etc for front line and POU
- POU site set-up and take down (schedule rentals, deliveries, purchases, liaise with POU for immediate needs)
- Hotel invoice audits for payment submission
- Bus driver scheduling (our drivers for warming buses)
- Cleaning services for warming buses
- Dry cleaning for out of town officers



LOGISTICS

- Jersey barrier set-up and take-down
- Set-up and monitor warming bus locations; move as needed
- Arrange secured parking for out of town police vehicles
- Liaise with City for utilization of resources (trucks, wooden barriers, traffic signs, traffic barrels, message boards)
- Dealt with public complaints re: barricades blocking access
- Liaise with officers on ground, at Training Branch to ensure logistical needs met
- Liaise with University of Windsor, Windsor EMS, WFRS
- Continue to update Chief's office, when necessary, on Logistical requirements



LOGISTICS - SCHEDULING

FEB 22 - DAYS	FEB 22 - NIGHTS	WED FEB 23 - DAYS	FEB 23 - NIGHTS	THURS FEB 24 - DA	FEB 24 - NIGHTS	FRI FEB 25 - DAYS	FE
8		41		41		9	
42		9		10		47	
	37		6		6		
	4		40		40		
1	2	1	3	1	3	0	

Timeline

Feb. 7th **Start of convoy**, ESU Sgt's (D'Alimonte and MacDougall) – Fast Action Response only

The ESU Sgt's began scheduling and deployment (could have used a Scribe)

Initial patrol deployment began with scheduling out of HQ by the Staff Sergeant (Standard and Campbell) and the deployment was done out of the fire hall on College. – this did NOT work at all

Feb 8th Sgt Bal, took over deployment scheduling

Feb 9th Sgt McKee added on Nights (out of the TB) to assist



Feb 12th Rosters (scheduling of officers) and deployment of officers became completely separate due to the complexity of each task

S/Sgt Faddoul and Sgt McKee took over as the schedulers (Nights of the 12th)

Feb 16th McKee tasked with coming up with other shifts and/or collapsed shifts to meet operational needs

Feb 21st Shifts collapsed (21st until the 27th)

A graphic for Windsor Police featuring a blue background with a red diagonal stripe. The text 'HONOUR IN SERVICE' is prominently displayed in large white letters. Above it, several words are listed in a lighter blue font: 'Integrity', 'Innovation', 'Professionalism', 'Teamwork', 'Reliability', and 'Excellent Service'. The Windsor Police crest is visible in the top right corner.

- | THE MINIMUM OFFICERS REQUIRED WITH THE OPP PROVIDED 50 OFFICERS | | | | | |
|--|------------------------|-----------------------|-----------------------|-----------------|---------------|
| FEB 21 - NIGHTS | TUES FEB 22 - DAYS | FEB 22- NIGHTS | WED FEB 23 - DAYS | FEB 23 - NIGHTS | FEB 24 - DAYS |
| | 8 | | 41 | | |
| | 42 | | 9 | | |
| 37 | | 37 | | 9 | |
| 5 | | 4 | | 40 | |
| 0 | 1 | 2 | 1 | 3 | |
| | | | | | |
| | | | | | |
| | | | | | |
| 2-1 STARTS AT 1300 | 2 3- 1S STARTS AT 1300 | 2 3- 1 STARTS AT 1300 | 2 3- 1 STARTS AT 1300 | | |
| 44 | 53 | 46 | 53 | 52 | |
| 94 | 103 | 96 | 103 | 102 | |
| 4 | 12 | 6 | 12 | 12 | |
| | | | | | |
| | | | | | |
| 8 | 8 | 8 | 8 | 8 | |
| PLATOON 2 AND 3- STRAIGHT DAYS
PLATOON 1 AND 4- STRAIGHT NIGHTS | | | | | |

MOU –WPA

- MOU developed because WPS was experiencing an “unprecedented demand for resources”.
- WPS determined “emergency changes” to the existing 2016 12-hour shift MOU were required.

• **REDACTED**

- Both parties (WPA and WPSB) agree, that due to exigent circumstances, scheduling changes are necessary.
- Signed Feb. 25, 2022
- Primary change, collapsed shifts and FRO days.

- a) Effective February 21, 2022, all Uniformed Patrol officers will be required to work mandatory Overtime. No regular days off unless resources allow. Current 12-hour schedule rotation will collapse from four platoons to two platoons, with one platoon working steady nights and the other working steady days.
- b) Effective February 21, 2022, all members of Station 1, Platoons 2 & 3, will report to Headquarters and be ready for deployment and on the bus by 0500hrs. Members of Platoons 2 & 3 will work 0500-1700hrs (or until relieved) until further notice. All rest days are cancelled effective February 21, 2022.
- c) Effective February 21, 2022, all members of Station 1 Platoons 1 & 4 will report to Headquarters and be ready for deployment and on the bus by 1700hrs. Members of Platoons 1 & 4 will work 1700-0500hrs (or until relieved) until further notice. All rest days are cancelled effective February 21, 2022.
- d) All previously approved Furlough/Lieu Time will be honored. All officers who are scheduled on Furlough, including their “FRO” days, are not required to attend work. For the purposes of this Agreement, FRO days are defined as the regular days off before and after the vacation block.
- e) Members will be provided the option to rescind all or a portion of their previously booked Furlough/Lieu Time, in order to be available for scheduling.
- f) Sworn members assigned to specialty units outside of Patrol will be considered for deployment on an as needed basis to ensure continuity of operations in the Investigation Section.

LOGISTICS – PERSONNEL/EQUIPMENT DEPLOYMENT

Personnel, Vehicle, Radio and Equipment Deployment

- February 10, 2022 at 2000hrs, Sgt. Wilson and Sgt Bal assigned to manage the deployment of all personnel (WPS, OPP, RCMP), for intersection and front-line related deployment, other than POU's.
- 0500-2000 hrs (Wilson) and 1700-0800 hrs (Bal) This allowed for a 3 hour overlap during high volume sign in/out periods. This period covered three different start times, WPS O/T 0500hrs, OPP/RCMP 0600hrs, and WPS Patrol 0700hrs. 4 x Constables assigned as well.
- **500+** officers deployed out of the Training Branch per day. **275** officers at peak intervals.
- Initially Logistics ran out of Board Room. Too small, so transitioned to Classroom 1 and 2 (Feb. 12th)
- Deployment of 441 new, fully encrypted portable radios (**REDACTED**), batteries, chargers (\$2.5 million+). All accounted for at the end. Got lucky here as the radios had been purchased for upcoming upgrade and a move to individually issued radios.



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QRT Briefing Sheets



NAME	BADGE	ASSIGNMENTS		CALLSIGN	CELL
		RADIO	IT - DAYS		
Sgt. Goodlett					
PC Renton					
PC Jevtic					
Cst Deneau					
Sgt. Ashton					
Cst Shepley					
Cst Rettig					
PC Gagnier					
Sgt. O'Grady					
PC Kokas					
Sgt Carbone					
Cst Kaufmann					
DC Cerilli					
Cst Corrent					
PC Dudley					
Cst Ellenberger					
Cst Soufane					
DC Donnelly					
Cst Gillis					
PC Dugas					
Sgt. Thorton					
PC Cameron					
PC Wheeler					
PC Phair					
Sgt. Johnson					
Cst Ramcharan					
Cst George					
Cst Hillier					
Sgt Mathieson					
PC Wheeler					
Sgt. Antal					
Cst Halle					
Cst Karhani					
Cst Hoeksma					
PC Sibley					
PC Lantz					
PC Kassis					
PC ORourke					
Cst. Lefler					
Cst. Ruccolo					

REDACTED

REDACTED

LOGISTICS



What Did We Do Well

- Liaising with community partners
- Communication/updates within EOC to ensure effective and efficient partnerships
- Teamwork-Communication in the EOC amongst a number of outside agencies was exceptional

OPP Input

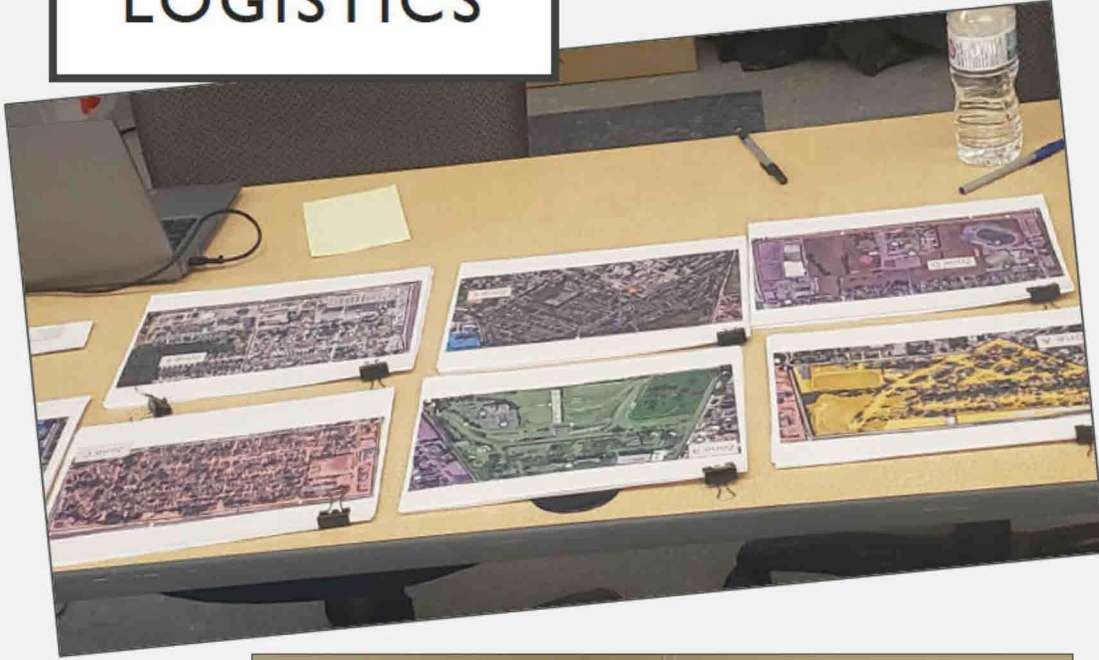
- WPS was quick to act on recommendations and suggestions.
- Training branch location was ideal for the incident and large enough to be able to secure the people and vehicles.
- Excellent in being able to provide contacts and resources for the incident. Links with City of Windsor were essential for the plans to be effective.
- WPS was receptive to new approaches and perspectives
- EOC was very functional and optimal setting for the Command Team.
- WPS Command officers were supportive and communicated effectively to achieve the team's goals.

Recommendations for Improvement

Update list of officers with special skills, such as bus drivers, on Notepad to include their class of license.

- Create hotel agreement guidelines and arrange at on-set with each hotel (we had one with Holiday Inn – Lakeshore and Casino only. The hotels were good when requesting changes to bookings and billing, but this might not always be the case.)
- Develop hotel joining instructions template (see attached – need specific information from each officer in order to effectively track for billing)
- Provide out of town officers (with hotel joining instructions) that includes a map of area, list of bars/restaurants/gyms and a WPS liaison contact number for questions on the area/needs when off-duty. (This was recommended by an outside agency that assisted us)
- Have 2 people assigned to only hotel detail (1 working alongside partnering agency hotel logistics officer)
- Sworn members only in information sensitive areas (no Aux members)

LOGISTICS



- City employee should be included in EOC at the earliest opportunity
- Finance should be included and present in the EOC at the earliest opportunity
- Logistical Team, including TB Scribe, should have been set up from the beginning, workload too heavy for one person for an event of this magnitude
- Better coordination and communication with outside agencies on number of officers attending, from which agencies and for what purpose (ERT, Traffic, POU). Outside agencies were arriving on scene and their attendance was not communicated to EOC Logistics (no hotel rooms booked etc.)

FOOD



- Sgt's Ken Price and Dave Bohdal initially tasked with providing food for our out of town partners.
- Due to immediate demand had to rely on existing partnerships to order food (Tim's, Koolini's), but that proved expensive. Koolini's \$15/meal etc. 1200 meals a day at some times
- KP's corporate card had \$5000 max which maxed out quickly, so Finance increased it to a more manageable limit
- Initially, had to provide food to the Fire Hall (primary hub) and 2 x CBSA facilities (POU)
- POU added buses for take down weekend
- By Thursday they needed a full team to assist
 - Drivers to stock the buses on east and west of Huron Church, food prep, HQ, Training Branch, CBSA (POU). Barriers made it harder to get food to these areas

- Eventually made decision that HQ didn't require food as most personnel had ability to go home at the end of each shift. Was becoming a logistical issue getting a driver to deliver food too
- Initially had a few Auxiliaries working around the clock for free. Was hard to get anyone else to volunteer. WPSB approved a plan to pay them during the Blockade. Their assistance was paramount
- KP had some handshake agreements with local grocery stores that were crucial in the beginning
- Almost every debrief raved about the treatment that KP and Dave's Team afforded them while here. Many said WPS did a considerably better job feeding the troops as compared to Ottawa.
- \$540,000 in meals

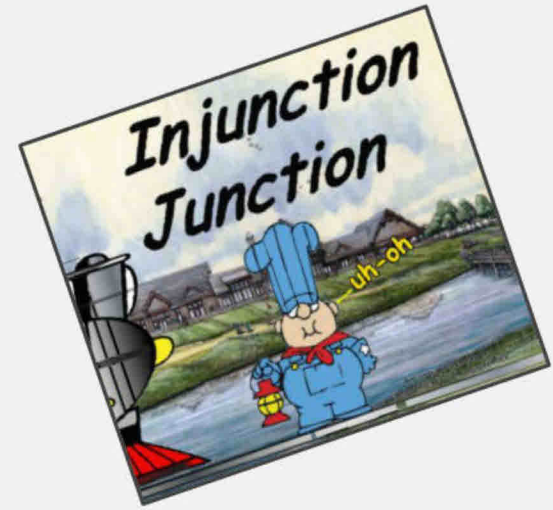


INJUNCTION



- **February 10, 2022**, the Automotive Parts Manufacturers' Association as representative Plaintiff brought a Motion for an injunction to restrain named and unnamed Defendants from establishing a blockade, or in any way impeding access, to the Ambassador Bridge. The City of Windsor sought and was granted leave to intervene in support of the Motion.
- Following oral submissions by the Plaintiff and the City, Chief Justice Morawetz of the Ontario Superior Court of Justice adjourned the hearing of the Motion for an interim injunction until February 11, 2022. In order to ensure that the matter comes to the attention of the Defendants to the motion, the Court directed that the following process be followed:
 - 1. A URL be identified whereby the endorsement and the Motion materials can be downloaded; and
 - 2. That the Plaintiff and the City of Windsor shall issue a press release with the link and the hearing details
 - The hearing may be viewed, commencing at 12 noon on **Friday, February 11, 2002**

INJUNCTION AUTHORITIES



- **The Court Orders:**

- Defendants are restrained from impeding or blocking access to the Bridge. As well as indirect or direct approaching roadways;
- Police are authorized to arrest and remove any person who has knowledge of the Order and there is RPG to believe that person(s) are contravening or had contravened any provision of the Order;
- Police are authorized to remove any vehicles, personal property, equipment, structures, etc that impede or block access to the Bridge and approaching roadways;
- The Police shall **retain discretion** regarding the **timing and manner of enforcement**; and
- To lay charges or take other lawful action.

Criminal Code Arrest Authority - Disobey Court Order S. 127

ARREST PLAN

- S/Sgt Cafferena, S/Sgt DiCarlo, PC Pellacchia and PC Young asked to draft **Arrest Plan** on **Friday, Feb. 11th** (mid day). Injunction authorized the same day.



Rationale:

The 2022 Freedom Convoy / Arrest Plan outlines several procedures with respect to the arrest, charging, and releasing of those parties arrested during the 2022 Freedom Convoy Protests, in the City of Windsor, in February 2022.

As a result of the involvement of several Policing Partner Agencies, including the Ontario Provincial Police, London Police Service, and the Royal Canadian Mounted Police, the Plan is designed to streamline such processes.

- A separate **Investigation Plan** was requested as well.
- A separate **SVU/CAS Plan** was also determined. Initially set for Feb. 12th (1400 hrs) then terminated on the 13th (1800 hrs) and a new plan was established to begin on Monday, Feb. 14th.





ARREST PLAN

- Initial direction from Crown (Feb 11th) was to charge suspects with **Mischief Over** (easiest charge to substantiate).

CC 430 (1) (c) MISCHIEF/OBSTRUCT PROPERTY EXCEEDING \$5000

did wilfully [(obstruct)(interrupt)(interfere)] with the lawful [(use)(enjoyment)(operation)] of property, namely [GENERALLY SPECIFY PROPERTY E.G. REAL PROPERTY SITUATED AT 123 ELM STREET, A BUS TRANSPORTING WORKERS FOR CANADA POST CORPORATION, ETC.], the value of which exceeded five thousand dollars, and thereby commit mischief, contrary to Section 430, subsection (1), clause (c) of the Criminal Code (CC).

- On Sunday, Feb 13th after 10-13 arrests were already made, the decision was made to also include the charge, **Disobey Lawful Order of the Court**. Investigators attended cells and re-arrested them, re: new charge.

CC 127 (1) DISOBEY LAWFUL ORDER OF COURT, ETC.

did, without lawful excuse, disobey a lawful order made by [PROVIDE FULL TITLE OF COURT OR PERSON OR BODY OF PERSONS AUTHORIZED TO MAKE THE ORDER] on [PROVIDE DATE OF ORDER] by failing to [PROVIDE CONDITION BREACHED VERBATIM FROM ORDER], for which no punishment or other mode of proceeding is expressly provided by law, contrary to Section 127, subsection (1) of the Criminal Code (CC).

Flyer

DID YOU KNOW?

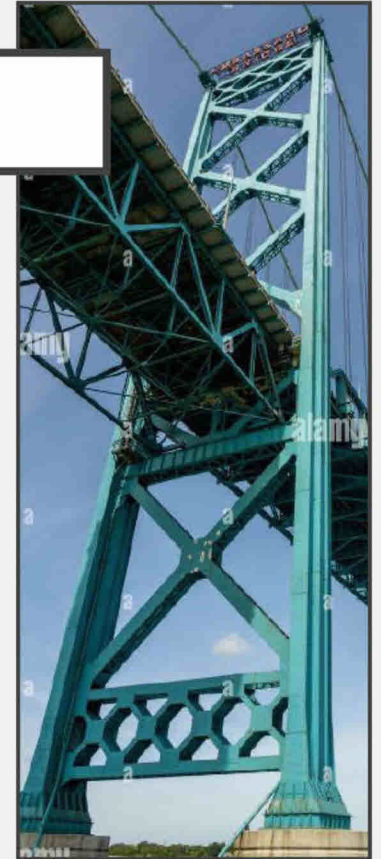
The Province of Ontario has declared a State of Emergency.....this means it is anticipated that; effective midnight (February 12, 2022):

- It is illegal and punishable to block and impede the movements of goods, people and services along critical infrastructure
- The new orders will be aimed at protecting international border crossings, 400-series highways, airports, ports, bridges and railways, as well as the safe movement of medical services, public transit, municipal and provincial roadways and pedestrian walkways.
- Fines for non-compliance can include a maximum fine of up to \$100,000 and up to a year in prison.
- The province is also considering taking away personal and commercial licenses (CVOR) from any protesters who do not comply with the order.
- These measures will be permanent.

“International Border Crossings”

ARREST PLAN

- **DETENTION UNIT – 150 Goyeau St WPS Headquarters** (*S/Sgt Joe Faddoul – responsible for scheduling*)
- The following is required deployment model for the **Detention Unit**:
 - 2 Day shift Detention Unit Sergeants – start at 0600 hrs
 - 2 Night Shift Detention Unit Sergeants – start at 1800 hrs
 - 2 Special Constables - start at 0600 hrs
 - 2 Special Constables - start at 1800 hrs
- **PRISONER WAGONS** (*S/Sgt Joe Faddoul – responsible for scheduling*)
- The following is required deployment model for the **Detention Unit Transportation Vehicles**:
 - 1 WPS Patrol Prisoner wagon (DAYS / NIGHTS) with drivers
 - 1 WPS Court wagon (DAYS / NIGHTS) with drivers
 - 3 OPP Prison Transport Units (10 person) with drivers



ARREST PLAN CONTENT

- Detention Unit Staffing/Wagon Staffing, MCU Staffing
- Prisoner Transport/Registry Forms. OPP Major Event Forms
 - Should include arresting Officer's name, cell and email address
- OPP will have Detectives on standby located at the OPP Manning Detachment.
If and when WPS MCB Officers surpass **25 arrest files**, OPP will be contacted.
- Arrest process/Data Entry/Charge Processing/CPIC information
- Notes process
- Charge Summary Template
- Release Conditions template
- Court Injunction (copy)

Suggestions for Improvement

- Begin Arrest Plan earlier
- More coordination with POU. POU Plan never shared with MCB. POU also held their own briefing on take down day. WPS IC Personnel should have been in attendance.
- Ottawa had a good way to capture arrestee and arresting officer info (white board)
- Towing/Seizing Plan should have been distributed. MCB received inquiries regarding status of towed/seized vehicles. However, the Plan was never shared with MCB. (Were vehicles towed under EMPCA, Offence Related Property (ORP), Abandoned, etc.?)
- Arrest Template was not sufficient and is not acceptable for court. We could provide information on different charges and let the arresting officers select the appropriate charge. The Arresting Officers need to cognizant that they must articulate their respective arrests, accordingly.
- **Arresting officers and Wagon drivers should all be WPS (Ottawa did this – worked well).**

OTTAWA ARREST PROCEDURE



Tue 5/3/2022 1:34 PM

Werstein, Christopher

FW: Procedure for Outside Agency Arrests and Hand off to OPS Hot Teams

To Potvin, Daniel

Follow up. Start by Wednesday, June 1, 2022. Due by Wednesday, June 1, 2022.

The arresting officer shall complete notes as soon as is practicable, and shall scan their notes prior to going off duty at the Ben Franklin Centre/other location or email them to **REDACTED**. The arresting officer will also need to do an electronic report by the end of their shift. This can be done by scanning a QR code (see end of email) and completing on their phone or on a laptop at the Ben Franklin Centre (EY Centre until 0100hrs Fri/Sat only). They should receive an email with the OPS case number by the end of their shift. If they do not, they will use the unique number provided to them by the HOT team to complete their report.

***Every effort will be made by HOT teams to return the arresting officer to their post as soon as possible.

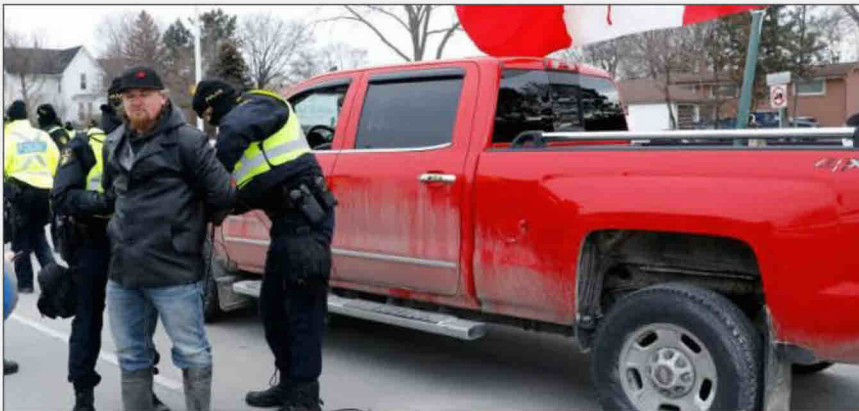
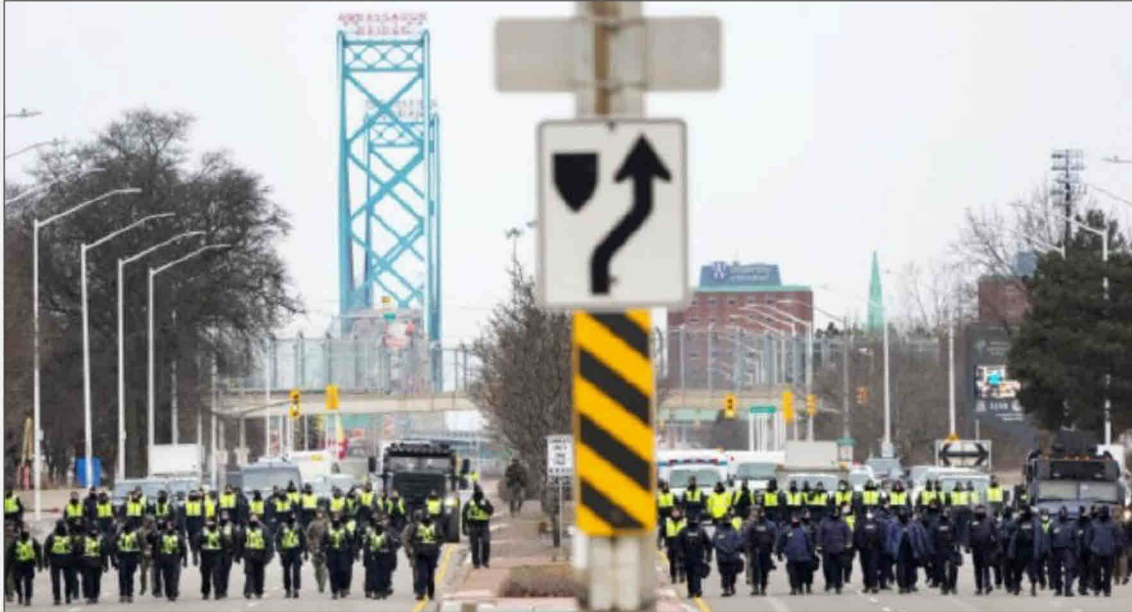
For questions at any time please call:

S/Sgt. Leesa Baldwin **REDACTED**

Sgt. Jamie Ritchie **REDACTED**

REDACTED

ARREST PLAN – SUGGESTIONS FOR IMPROVEMENT



- Arrest Template not sufficient for court. Officers need to be cognizant that these are individualized arrests at the same incident. Detail still required.
- Arrest reports/notes need to get to MCB quicker .
- Consistent MCB personnel assigned to EOC.
- No investigative chronology came out of EOC until well after the incident
- **A clear understanding of the role of the OPP Investigative Teams should have been known.**
- More information sharing. EOC to MCB.
- A process needs to be in place to deal with mass arrests. (***Assigned to Op Support Inspector***) A large number of arrests at the same time **caused significant delay in booking** each individual in cells. It also inhibited the interviewing of any of the arrested parties.
- Contact information should be disseminated –List of who is doing what at the EOC and the Training Branch would have been helpful to assist with answering questions.

CPIC/DATA ENTRY/CHARGE PROCESSING



- Ensure adequate staffing to handle the potential for an influx of arrests, custodies, report transcribing and charge file processing. This included also ensuring that any pending charges and conditions on release documents were entered onto CPIC, as well as any towed/abandoned vehicles.
- Weekend: There was the added complexity of having to deal with WASH court (R. Morgan reached out to the Crown to ensure that there was adequate staff in the courts on the weekend to handle a large volume of arrests)
- Consult with OIC's re: arrest plan, the processing of reports and files, including ensuring that new charges stemming from the declared emergency order were added to eJust and Versadex. For simplicity, "POP" file created, and Data Entry would track all incidents, split out all arrests into individual occurrence reports, and make sure that the corresponding undertakings and documents were scanned and attached to case num.

What WPS did well

- All staff members in our units stepped up without question, and came in on their weekends off or worked longer shift hours to ensure that we had enough staff working in our units to handle any number of files.
- Once we were apprised of the plan, there as great coordination and communication between our units and Major Crime.

Room for Improvement

- Communication to the SLT could have been more frequent. A lot of us who were not directly involved with the "operational" side of the plan were left to get our news from the media about when/how things were progressing, even though there were many aspects of the plan that directly impacted Information Services. Were not initially consulted about the arrest plan and had to reach out to ask, however once we were included, everyone was very cooperative and receptive to our suggestions.



ARREST WEEKEND
(FEB. 12 AND 13, 2022)



The mission for February 12, 2022 was
*“On 12 Feb 2022 Public Order supported
by Tactical and Uniforms will conduct a
systematic clear of people and vehicles in
the area of operation in order to facilitate
the resumption of traffic flow from the US
into Canada”.*

THREE AREAS OF OPERATION

AO #1: Ambassador Bridge
to train tracks on Huron
Church Road

AO #2: Train Tracks on
Huron Church Road to the
south side of the intersection
of Huron Church

Road and College Avenue.
AO #3: Huron Church Road
south of College Avenue to
the intersection of Tecumseh
Road at Huron Church Road



PUBLIC ORDER UNIT ACTION – SATURDAY (12TH)

Feb 12, 2022 Timelines

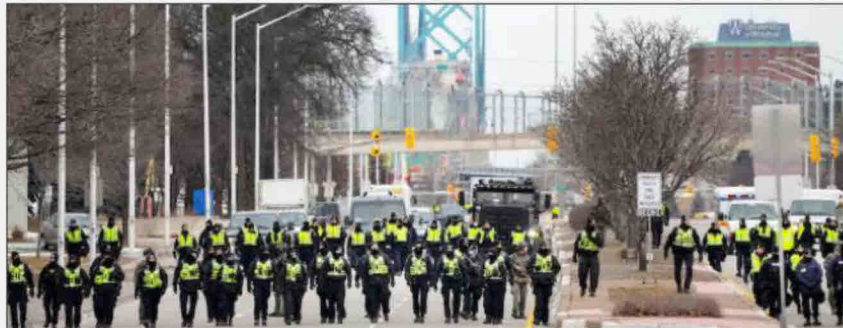
- Briefing: Measured and systematic approach to remove the blockade and encourage individuals to disperse or be arrested for the offence of Mischief. A planned, phased approach was going to be executed in the morning of Saturday, February 12th, 2022.
- 0832 hrs: Most protestors willing to move after discussions with PLT
- 0850 hrs: AO #1, cleared. 0852 hrs:
- 0858 hrs: Movement into AO #2 authorized
- 0905 hrs: Info received that individuals were staging in an area designated for tow trucks
- 0906 hrs: [REDACTED] attempting to get people to vacate the area, but would return next day, people entrenching themselves (crowd dynamics changing). **200** people in AO #2
- 1000 hrs: All three POU (London, RCMP and OPP) deployed to move crowd south – loud hailer
- 1024 hrs: Through College, Barriers ordered for that controlled area. Info that children present at front of line. Negotiations taking on continued importance as opposed to Use of Force

PUBLIC ORDER UNIT ACTION



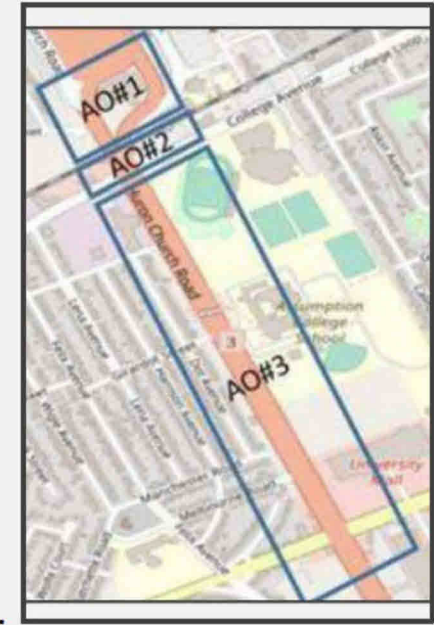
- Concerns regarding a 2nd wave of protestors that were congregating on side streets etc.
- 1154 hrs: Reports of 75 and 19 vehicles people at Tecumseh and Huron Church Rd. Concerned about a new location for blockade (400 -500 by 1300 hrs). Canadian Tire being used as a staging area.
- 1344 hrs: Crowd was at 600 and more coming
- 1524 hrs: PLT gets information that 5000 more coming. Messaging put out regarding towing vehicles on nearby streets. Little impact on crowd size.
 - Starting to lose daylight while awaiting barrier placement south of college. Crowd 300-500. Crowd gaining momentum in volume (noise) and size. More uniform requested.
- 1930 hrs: POU escorting people back behind barriers. Alcohol being consumed (aggravating circumstance).
- 2021 hrs: Bomb threat. Directed at Police. Tactical response required.

A significant police presence overnight maintained the area of operation that had been cleared.



PUBLIC ORDER UNIT ACTION – SUNDAY (13TH)

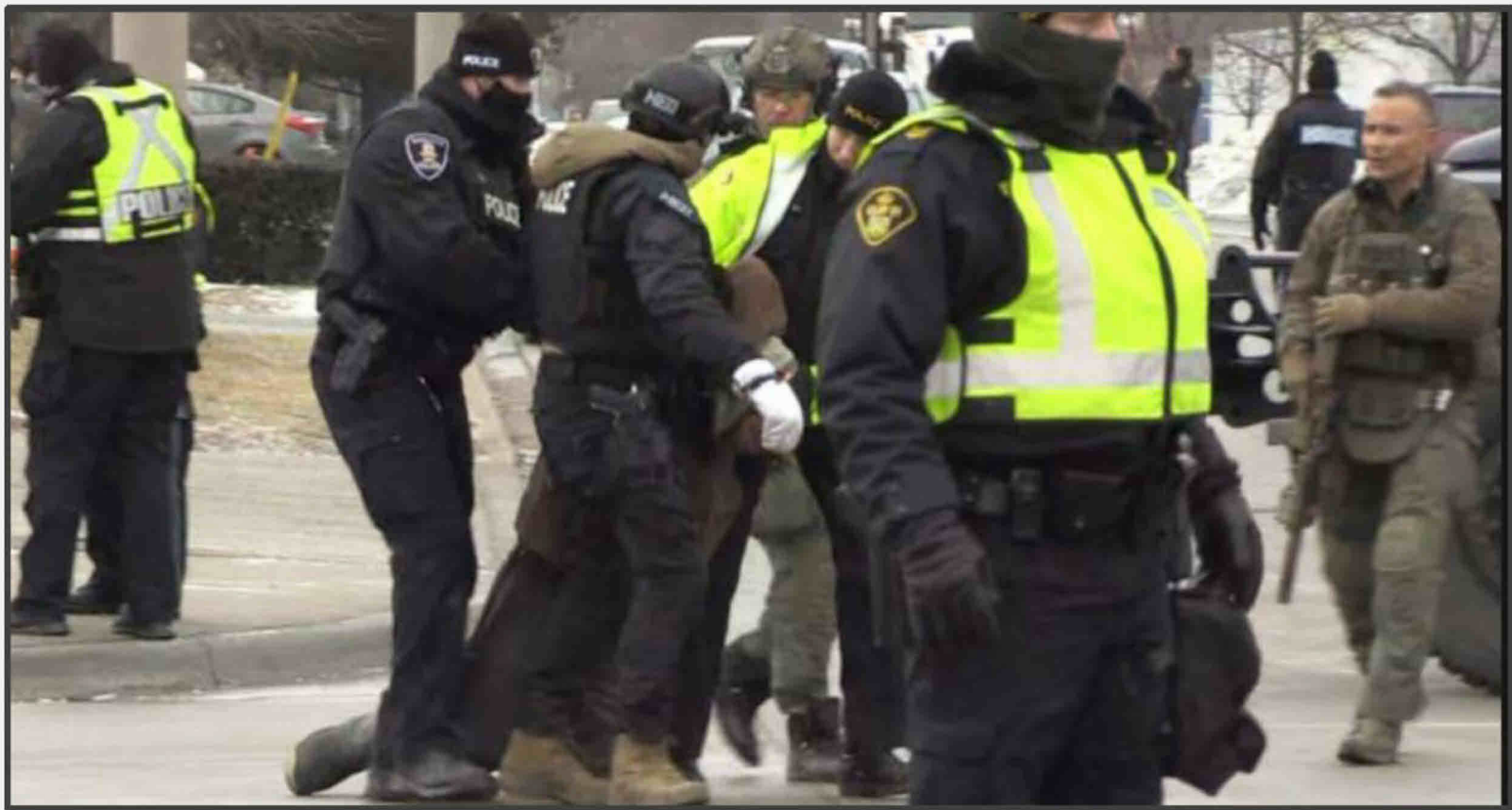
- Same Operational Plan (just AO #3) as the day before, with a diminished role of negotiations and mediation.
- PLT engaged with the 30 people/vehicles blocking Huron Church/Tecumseh Rd. Cleared roadway but did not leave the area.
- 0750 hrs: Clearing of AO #3 began. Everyone to be arrested and all cars towed.
Information received that 30 people in HC/Tecumseh area were “causing problems”.
RG that commit mischief (as per CC)
- 0846 hrs: Agitators moved into Shell lot. Shell owner wanted people/vehicles removed.
- 1002 hrs: Group continued to grow despite PLT warnings and conversations. Social media messaging sent out. Tecumseh and Northway becoming a concern. Cement barriers delayed, crowd con’t to grow.
- 1306 hrs: POU Commander Ferguson tasked to develop a plan to clear the intersection of Huron Church Road and Tecumseh Road.
- **1402 hrs:** Vehicles continued to circle the parking lots. **Intent to block highway again a concern.**
- 1435 hrs: POU created time and distance from main intersection down toward Northway.
- 1500 hrs: Barriers arrive. Crowds thinned. 20 left at Northway.











Arrest Statistics

Date of Arrest	Time of Arrest	Charge(s)	Arresting O
			Name
2/12/2022	2040	129(a), 145(4)(a)	PC HUDDERS
2/13/2022	0759	430(1)© & 127	PC VAREY
2/13/2022	0754	430(1)© & 127	PC GOODING
2/13/2022	0800	430(1)© & 127	PC RALCO
2/13/2022	0757	430(1)© & 127	PC Brandon KNOLL
2/13/2022	0755	430(1)© & 127	PC HUTCHINSON
2/13/2022	0801	430(1)© & 127	PC Thompson
2/13/2022	0807	430(1)© & 127	PC PENNER
2/13/2022	0801	430(1)© & 127	PC JAREMKO
2/13/2022	0800	430(1)© & 127	PC HAINES
2/13/2022	0800	430(1)© & 127	PC MILLAR
2/13/2022	0755	430(1)© & 127	PC WHITEHEAD
2/13/2022	0800	430(1)© & 127	PC BRADY
2/13/2022	0759	430(1)© & 127	PC DAIS
2/13/2022	1031	430(1)© & 127	PC LYLE
2/13/2022	1353	430(1)© & 127	PC LINDON
2/13/2022	1353	430(1)© & 127	PC LAPIERRE-LAYNE
2/13/2022	1509	430(1)© & 127	MARCOS
2/13/2022	1433	430(1)© & 127	PC WATTIE
2/13/2022	1445	430(1)© & 127	PC HUTCHINSON
2/13/2022	1445	430(1)©, 127 / AW's	PC SOUFANE
2/13/2022	1432	430(1)© & 127	PC COSTA
2/13/2022	1445	430(1)© & 127	PC DONEVAN
2/13/2022	1432	430(1)© & 127	PC ROBERTS
2/13/2022	1450	430(1)© & 127	PC JARDAT
2/13/2022	1430	430(1)© & 127	PC THORNER
2/13/2022	1421	430(1)© & 127	PC RICHARDSON
2/13/2022	1445	430(1)© & 127	PC E. RUCCOLO
2/13/2022	1445	430(1)© & 127	PC MILLS
2/13/2022	1430	430(1)© & 127	PC BOLGER
2/13/2022	1434	430(1)© & 127	D/C Brad Gagnier
2/13/2022	1502	430(1)© & 127	PC WOJDYLO
2/13/2022	1445	430(1)© & 127	PC ADJETY-NELSON
2/13/2022	1443	430(1)© & 127	A/Cpl Fatah
2/13/2022	1430	430(1)© & 127	PC MCCREARY

Sat., Feb 12, 2022 1 arrest

Sun., Feb 13, 2022 46 arrests (between 0759 hrs and 2146 hrs – almost 14 hours) *only two arrests after 1735 hrs.

Majority (39) were charged with **CC 430(1)** and **127**

*4 charges were withdrawn

Attachment 1	View	Date	Description	Reference
DOCUMENT		2022-Apr...	FLYER DISTRIBUTED TO PROTESTORS	
OUTSIDE L...		2022-Apr...	WILL SAY SUPERINTENDENT JONATHAN KO	
OUTSIDE L...		2022-Apr...	WILL SAY INSPECTOR FREEMAN SWEAZEY	
OUTSIDE L...		2022-Apr...	RPAS FEB.13/22-- WILL SAY PC A. NICHOLSON	
OFFICERS N...		2022-Mar...	OPP TRANSPORT NOTES	
DOCUMENT		2022-Mar...	DETENTION REGISTRATION	
OUTSIDE L...		2022-Mar...	WILL SAY - S/SGT TREVOR POOL	
OUTSIDE L...		2022-Mar...	WILL SAY - A/INSPECTOR ANGELA FERGUSON	
DOCUMENT		2022-Mar...	CCTV RETRIEVAL REPORT	
OUTSIDE L...		2022-Mar...	WILL SAY - INSPECTOR SCRIVENS	
DOCUMENT		2022-Mar...	AREA OF OPERATION #1, #2, #3	
OUTSIDE L...		2022-Mar...	WILL SAY INSP YOUNAN - OPERATIONAL PLAN	
SWORN INF...		2022-Mar...	COURT INFORMATION	
SWORN INF...		2022-Mar...	ENDORSEMENT PAGE	
UNDERTAKI...		2022-Mar...	UNDERTAKING	
OFFICERS N...		2022-Fe...	SGT MCCREADY NOTES	
POLICE ST...		2022-Fe...	SGT MCCREADY WILL SAY	
OFFICERS N...		2022-Fe...	CST EWING NOTES FOR ARREST	
OFFICERS N...		2022-Fe...	WILL SAY CONSTABLE EWING	
JUDICIAL A...		2022-Fe...	COURT ORDER	
STATEMEN...		2022-Fe...	MAJOR EVENT - OPP	
ACCUSED I...		2022-Fe...	BOOKING SHEET	



Will Says

Supt. Johanthan KO (RCMP) – Critical Incident Commander (Integrated operations – GTA)

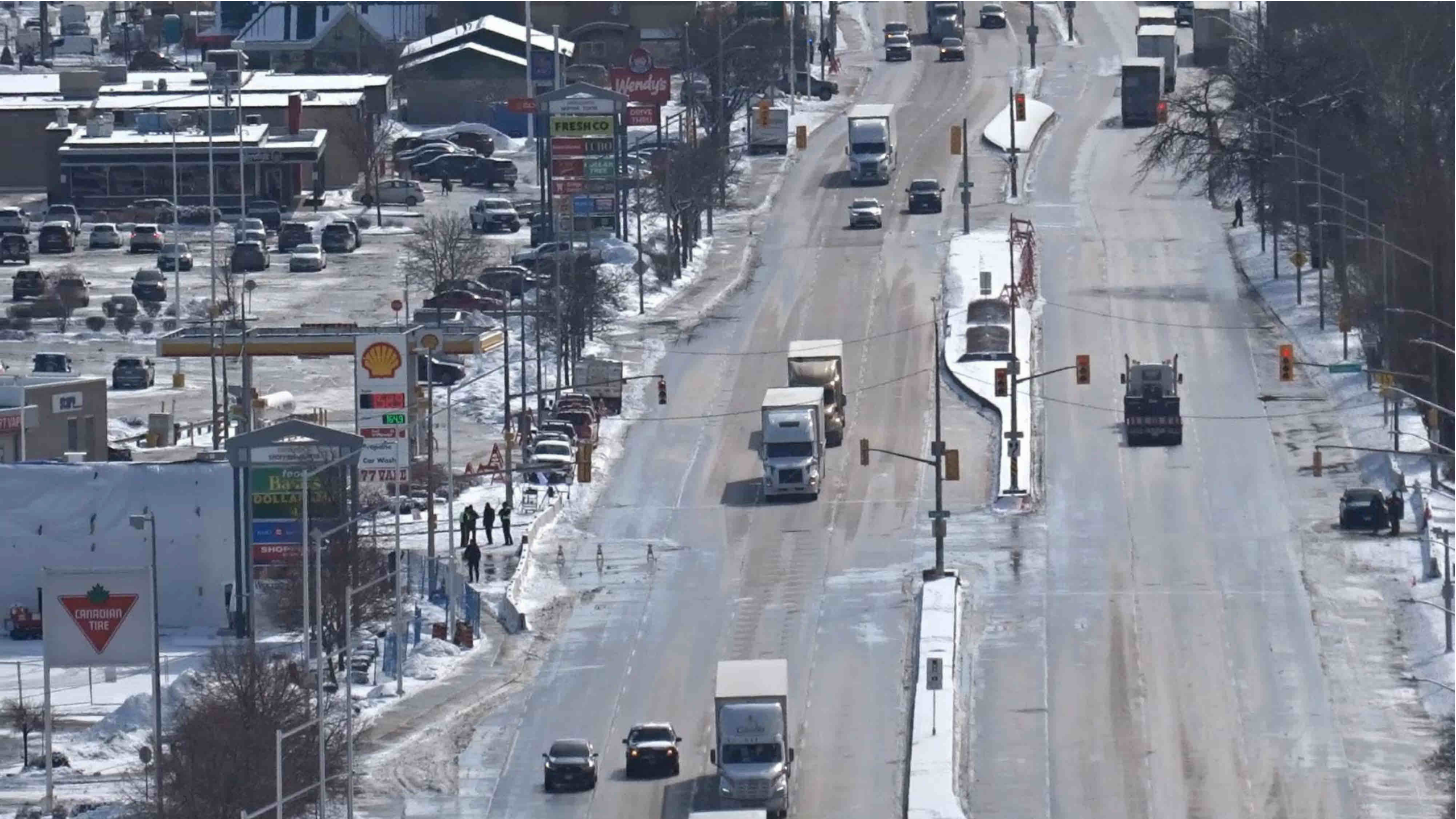
Insp. Freeman SWEAZEY (RCMP) – OIC, tactical Support Group (POU)

Insp. Ryan Scrivens (London PS) – POU Commander

Insp. Younan (OPP) – POU Commander (**Operational Plan author**)

A/Insp Angela FERGUSON (OPP) – **POU Commander**

S/Sgt Trevor POOL – (London PS) – **POU Commander**



POU COMMAND TEAM COMMENTS



- Sunday was very well organized. Relief, food and water, accommodations, staging areas, access to hard barriers and tow trucks were all in place, or at the ready.
- Supplementary resources and relief for POU members Sun. afternoon and evening were appropriate and appreciated. Great teamwork with those on ground and assistance from Windsor ESU was very well received (great team- they wouldn't go home!).

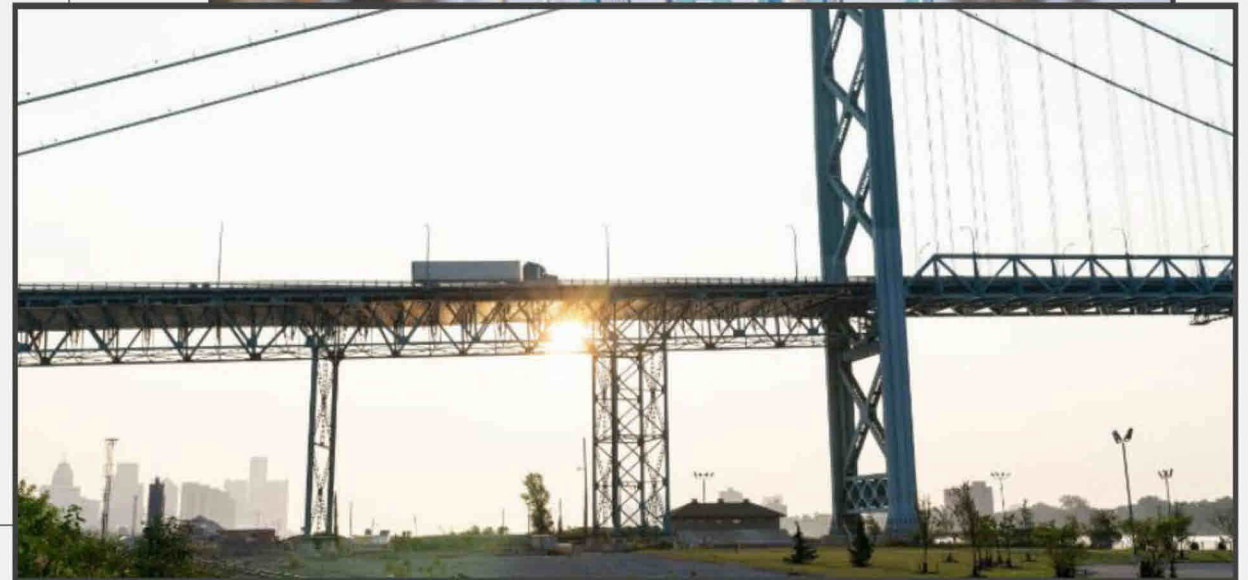
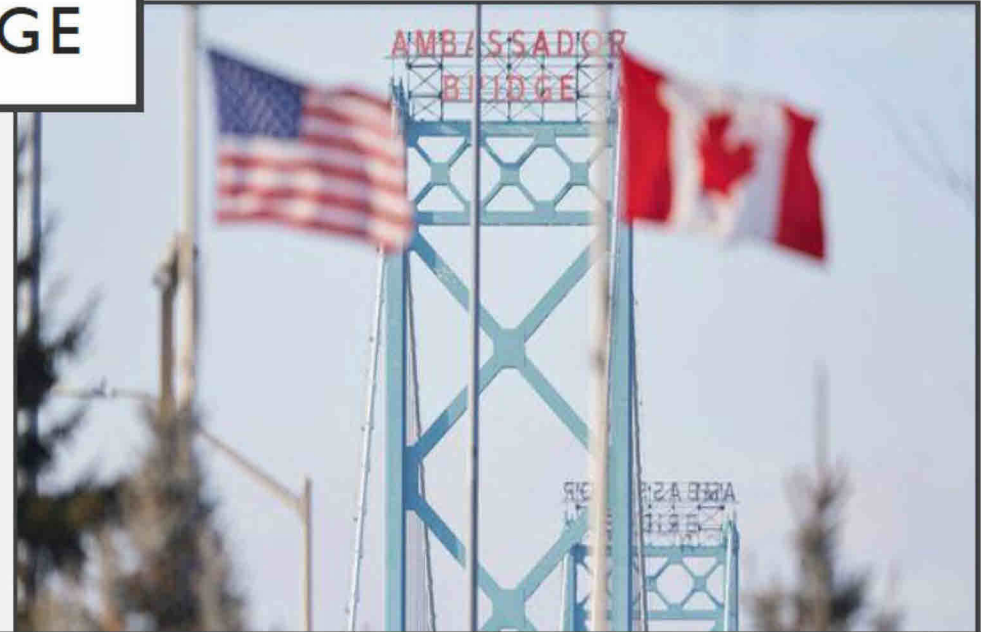


"I would rather be looking at a resources I don't need as opposed to be looking for resources I don't have."

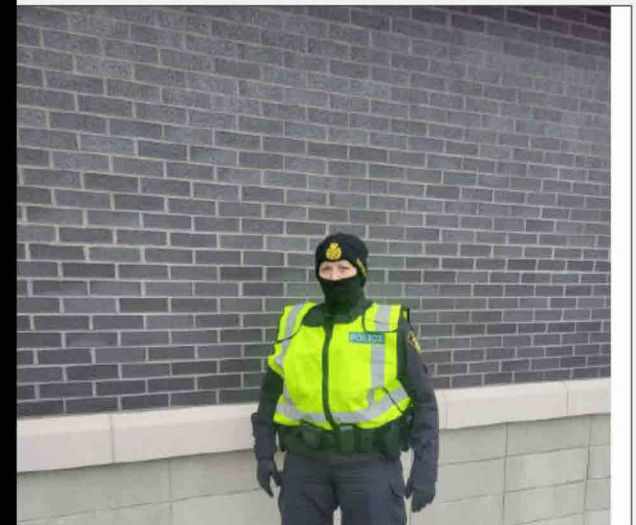
- Saturday evening. Relief plan was an issue as POU members had been on ground for 15 + hours and there were not enough officers initially to fulfill the relief plan and thus, hold the ground we had gained. As such we had to remain on ground which threatened our ability to return early the following morning. Eventually more resources were shored up, but treating the event as two 12 hour operational periods is important and having the appropriate supervision is key.
- In addition to the POU Plan, Traffic Plan, Barrier Plan, Investigative Plan, the overall OPS Plan should also include a Relief Plan for sustainability. POU was not privy to any plan outside the POU Plan, which of course is not the entire OPS Plan. Our members went without food for the entirety on Saturday.
- Briefing location. The room was as suitable, but the screens were too small for anyone to really review the proposed plan. Day 2 was much better.
- Timely initial overview from the Incident Commander and then separate POU resources for a POU briefing and patrol members for the traffic briefing. There is no need for POU members to know where a specific traffic assigned member is going and traffic members don't care about the location of a POU Team and their strategy. So in essence, the POU members are under briefed on their duties and the traffic members are over briefed on duties

DEMOBILIZATION/OPENING BRIDGE

- Planned to open Bridge, Feb 14th. First truck crossed at 0015 hrs.
- Monitor for further protests (QRT/IT)
- Demobilization Plan (Began Feb 21st)
 - WPS Preparing to slowly take operation over
- Sergeant Role critical in these stages
- Cancelled all Rest Days (February 21-27)
- Remaining OPP leaves town Feb 23rd
 - Completely WPS operation from this point on
- EOC Stood down February 28th
- Continued deployment from HQ until March 28th
- Operational Plan in place post demobilization



PLANS (POU OPERATION PLAN)



OTHER PLANS



Traffic Plans

- OPP Sgt Charlene Pollard
- Feb 13, 2022
- Traffic lights, Business Access, Pedestrian Access, Signage, arrest Authorities, HTA information
- Deployment numbers

Section 1: Between Ambassador Bridge and College Avenue

Officer assignments – 15 Constables and 1 Sergeant:

- Four officers at Huron-Church Road and Wyandotte Street
- Two officers at Patricia Road and Wyandotte Street
- Two officers at Patricia Road to the east of CBSA
- One officer at Felix Avenue west of McDonald's
- One officer at the emergency access at College Avenue
- Quick Response Team

Section 2: Between College Avenue and Tecumseh Road West

Officer assignments – 15 Constables and 1 Sergeant:

- Two officers at Assumption High School
- One officer at the emergency access at Girardot Street
- One officer at the emergency access at Tecumseh Road West
- Six officers at Intersection
- Ten officers patrolling between College Avenue and Tecumseh Road West focusing on problem areas and providing enhanced police presence

Section 3: Between Tecumseh Road West and Totten Street

Officer assignments – 17 Constables and 1 Sergeant:

- Two officers at the emergency access at Dorchester Road
- Two officers at the emergency access at Prince Road/Totten Street
- Eight officers patrolling between Tecumseh Road West and Totten focusing on problem areas and providing enhanced police presence
- Six officers at Huron-Church Road and Totten Street

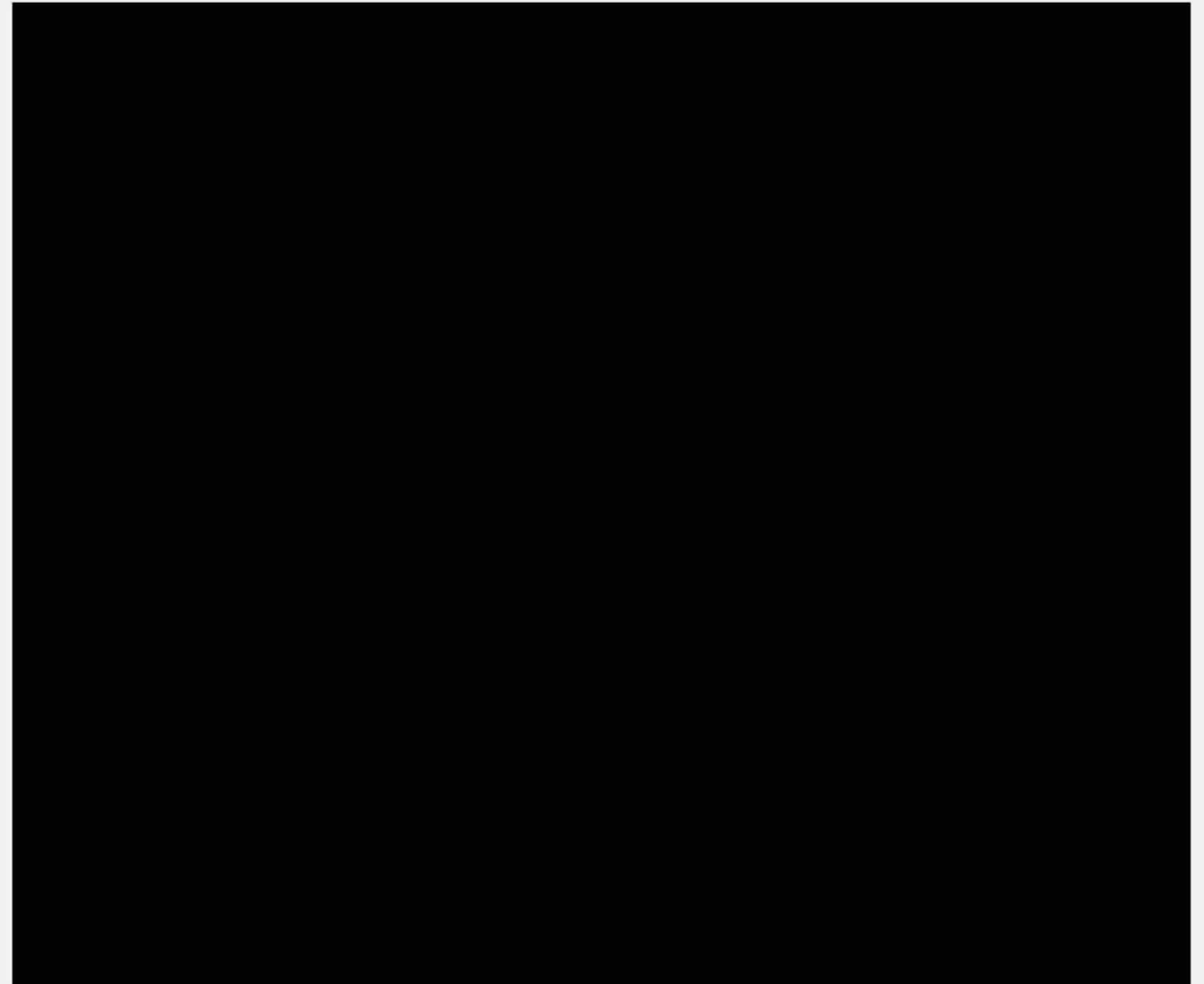
Section 4: Between Totten Street and E.C. Row

Officer assignments – 11 Constables and 1 Sergeant:

- Four officers at Huron-Church Road and Malden Road
- Six officers at Huron-Church Road and Industrial Road
- Two officers at Huron-Church Road and E.C. Row

ESU SMEACS/Gas Plans

- Evolved as the Convoy went on (this one, Feb 27 to March 6)
- Authored by ESU personnel



FINANCE

2022 Bridge Convoy				As of 3/3/2022
WPS Estimated Costs				
	Current Costs	Expected Invoices	Total Estimate	Notes
Overtime	2,100,000	400,000	2,500,000	Ongoing to date
Jersey Barriers	500,000	800,000	1,300,000	Final invoice to be processed upon final removal
Accommodations	-	540,000	540,000	Avg # officers per night x \$150 average nightly rate x # days
Meals	-	540,000	540,000	Avg # officers per day x \$75 average daily rate x # days
London Police Service	-	130,000	130,000	36 Officers estimated at \$600/day, plus benefits, overtime, vehicles, fuel
RCMP/OPP	-	10,000	10,000	Not expecting an invoice for their time, but potentially incidentals
Incidentals	7,000	13,000	20,000	Disposable restraints, hand warmers, power cords, laundry, etc.
Auxiliary Police	-	25,000	25,000	Auxiliary recalled to provide assistance at meal/relief facilities
Bus Rental	1,500	27,000	28,500	2 buses quoted at \$1500 per day x 18 days
Bus Cleaning	-	7,500	7,500	Quoted at \$3K per week for 2 buses x 18 days
Equipment Rentals		5,000	5,000	Utilized at CBSA facility
Estimated Total Cost			5,106,000	

\$5,106,00



FINANCE



- The WPS Incident Command Directive is lacking in the area of prescribing financial oversight for large operations. (Most external directives prescribe a requirement for financial oversight.)
- Lack of a Financial Services Branch (FSB) representative assigned to the event:
 - Members utilized were largely unfamiliar with policies and procedures required for procurement, which made the process more stressful, more time consuming, and difficult to achieve goals.
 - Multiple individuals working on the same task resulted in countless calls for the same or similar information.
 - Financial records were not maintained to an adequate standard (copies of invoices/duplicates/register slips/etc.).
 - Many transactions/vendors left unaddressed as team resumed regular duties at the conclusion of the event.

- The recommendation is to update the directive to require involvement of the FSB in major incidents.
- FSB staff work within the Purchasing Bylaw on a daily basis and have an in-depth knowledge of vendors of record, internal corporate resources that can be utilized, and record requirements

CHEQUE

BANK NAME _____ DATE _____

PAY TO THE ORDER OF _____ \$ _____

THE SUM OF _____ DOLLARS

MEMO _____ AUTHORIZED SIGNATURE _____

123894593 123893 38923467843



E-911 CENTRE

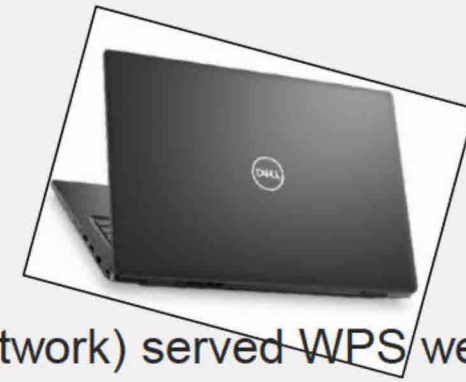
Additional Supervisor Responsibilities

- Staffing (already a significant issue)
- Disseminating traffic plans/scheduling etc to Comm.
- Ensuring Emergency Services throughout the city were apprised of closures that would impact them.
- Providing commuters direction on border closures
- Liaising with Media Relations
- Sending daily email reminder to all patrol phones with "safe words"
- Providing any intel to EOC
- Call signs for all outside units
- Supervised operational event during dayshift
- Assisted dispatch with officer logon and location updates
- Liaised with training branch personnel
- Assisted with coordination of radio deployment for outside personnel

Room for Improvement

- Confirmed list of agencies, number of officers not shared when originally known.
- Call sign creation and assignment needs to go through a dispatch supervisor. To ensure each unit had individual call sign, requires creation of WPS temporary badge number, full name and activating the call sign. Did not have this information in advance until many of the officers arrived for deployment after numerous requests to EOC.
- Call sign assignment: 911 Supervisor had a specific plan in place for call sign assignment. Officers at training branch began creating new call signs which caused duplication where some officers had two call signs. This task should remain with 911
- Duplication of work and incorrect data: 911 created a working spreadsheet for all unit numbers, officers, agency, contact info etc. Training Branch created multiple forms between shifts.
- Radio deployment: Only had the additional radios available as the portable radio upgrade was in progress. These radios required programming before deployment. The number of officers arriving was shared in small groups causing multiple after hour requests. Programming is completed by an outside vendor.

INFORMATION TECHNOLOGY



- The WPS individually-issued laptop and security model (always on the network) served WPS well during this event –officer mobility and deployment flexibility.
- The WPS individually-issued smartphone model served WPS well during this event –officer mobility and deployment flexibility.
- The speed of reacting to technology and communications requests was exceptional.
- Assistance for WPS partners (WFRS, City Operations, and **REDACTED**) for technology issues was exceptional.
- The deployment of 441 new, fully encrypted portable radios, batteries, chargers (\$2.5 million+) over a couple of days was exceptional.



IT – RECOMMENDATIONS FOR IMPROVEMENT

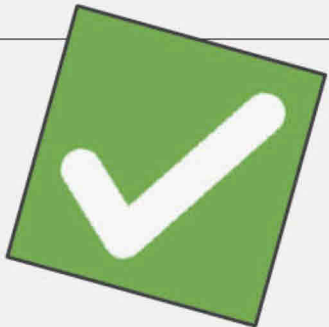
- The efficiency and effectiveness of IT support would be drastically improved if the IT Operational Liaison (and other Technology Services staff as required) are assigned to the EOC and other critical locations during an emergency event.
- Similarly, Technology Services was not included in the technology planning for the event, so our participation was highly reactionary.
- WPS was fortunate that there were 441 “spare” radios available due to having new inventory for an upcoming upgrade. There would typically only be a handful of spares available. WPS is moving to an individually-issued portable radio model in 2022.
- Despite being issued fully encrypted WPS portable radios, OPP officers were communicating on their own unencrypted radio channels for a period of time (until notified by WPS).

- The City’s EOC only has one Internet feed (i.e. no redundancy), which went down several times during the Protest. Technology Services is working with City IT on addressing this issue.
- The City’s EOC does not have direct access to the City’s Traffic Office. Technology Services will work with City Public Works Operations and WFRS on addressing this issue.
- The City’s EOC does not have direct access the City’s traffic camera system (does not have access like the Staff Sgt’s).
- The quality and coverage of the City’s traffic cameras for the event was less than optimal. Technology Services is working with City Public Works Operations and WFRS on a major system upgrade that will address this issue.
- The Wi-Fi at the Training Branch was not initially set-up for the large number of different users on the system, during any given day. Issues arose during the first weekend. That has been corrected.



FLEET/FACILITIES/STORES

- Strong, passionate commitment to the overall mission of getting the blockade effectively addressed/managed, in order to restore order and safety to the border and our community.
- All employees who were asked or directed to undertake specific tasks stepped up to do their part – despite having days off cancelled, etc.
- No major, publicly embarrassing incidents occurred (despite the magnitude and emotional volatility of the situation) whereby we “*lost our cool*” – this was a visibly significant demonstration of strong leadership and situational control.



- Social media activity suggested that something may occur in Windsor. This should have prompted us to get an earlier start on our preparations for an event of such large magnitude.
- Broader inclusivity of the ENTIRE Senior Leadership Team (SLT), not just a select few.
- Mechanics could have been assigned, especially on the ‘take down’ weekend. Could have also possibly been used as shuttle drivers to free up Constables
- Did not have enough vehicles. TB personnel were filing windshield washer fluid, trying to locate ice scrapers, fill vehicles with gas (up front) with jerry cans that were out of fuel.
- WPS Stores could have had extended hours. i.e. OPP had different radio pouches.
- TB indicated that they could have used more custodial staff. Inclement weather, wet floors, garbage bins overflowing and had to be cleaned by TB staff.



INTERNAL MESSAGING

- Feb. 4 – NSTO Memo
- Feb 5 – Chief Mizuno Convoy Update
- Feb 7 – Truck Convoy OT Memo
- Feb 10 - A/Supt DeGraaf issued update
- Feb 11 – Sit Reps started going out
- Feb 13 – Morning update from Chief Mizuno (re arrests)
- Feb 14 – West Region Fast Facts disseminated
- Feb. 18 – Cancellation of rest days (starting Feb 21)
- Feb 25 – Rest days re-instated
- Feb 28 - Chief Mizuno e-mails thank you to all personnel
- March 14 – NSTO rescinded



EWEMS INVOLVEMENT

What We Did Well?

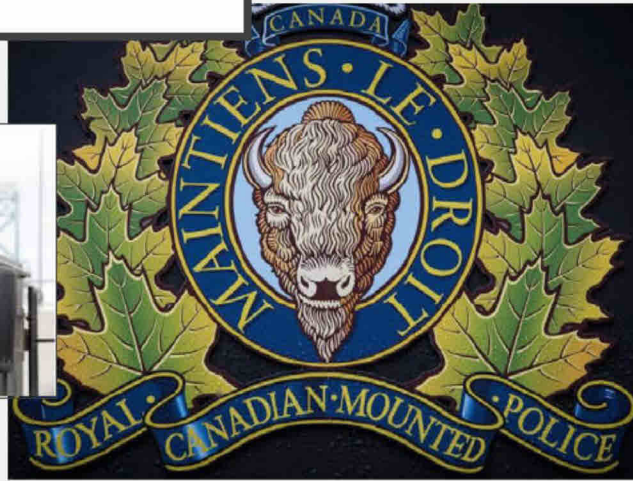
- Established the EOC and communications in advance of the actual events unfolding.
- Supportive actions towards partners on the frontlines and EOC was very appreciative - food, shelter, washrooms were provided and maintained throughout.
- Our observations of the way in which things were ran overall were very positive. It was evident that the action plans were well planned and strategically actioned.
- Established a respectful and good working environment for those participating. Whether it was at the EOC or on the frontlines, supportive actions were offered.



Room For Improvement

- More consistent messaging out to the entire EOC group could have been more frequent and at designated intervals when possible. When they were done as a group, they were effective, but additional one on one information exchanges with groups outside of police would have been extremely beneficial for all involved.
- EOC administration support was present although it was noted to be very overwhelmed. One person most often. Additional IT/ logistical support on hand to assist, would have helped the individual agencies as well as those individuals doing those positions. They worked extremely hard and were often pulled in many directions.
- Interoperability amongst the various groups is always a concern. EMS often struggles with this as we are on different system. EWEMS has taken steps since this event to reduce this barrier (Mutual link and increased communications with PD Comms and EMS Comms) so that we can reduce these communication concerns.

RCMP – TSG - POU



Recommendations for Improvement

Logistical Support Services provided to TSG during this deployment period, fully appreciating how fast this evolved, and thus challenges are expected were:

- Coordination of meal and catering services (WPS Inspector spoke to this the morning of the second day and services were improved).
- As Members of the RCMP, who lack special constable status to enforce such things as the Trespass to Property Act to move protestors off of private lands, swearing in of our Members to have this authority should be considered in the future.

- Logistical Support Services was, for the most part, exceptional. This included the following:
- Briefings and Unified strategic planning and phase execution of operational plans, mission and objectives.
- Execution of Operational Plans providing and coordination muster marshals and POU bus escort services. **(Best Practice – Ottawa needed this)**
- Support to POU operations with uniform and traffic services, Tactical Team and arrest team support of operational context.
- **Having the CIC's for the TSG's on the ground with them to be able to observe what is happening real time is critical to sound operational decisions.**
- Having the teams and its Members fully made aware of their authorities for arrest was vital. Crown advice regarding the sidewalk as an extension of the highway and this information relayed to the Protesters via the PLT was a best practice.
- Liaison with local business owners to have their permission to have unwelcome persons moved off of their private property, (strip malls, gas stations, etc.) was helpful to the authorities to ensure order was restored and the free flow of the highway resumed.

CBSA INPUT



Summary of Involvement

- Point of contact for lines of communication between CBSA and WPS/OPP/other LE partners
- Provide information about CBSA business lines, operational considerations/capabilities, and traffic/neighborhood factors
- Provide logistical support and resources for law enforcement partners
- Provide first-hand accounts / line of sight re protest activities in / around Port of Entry (POE)
- Facilitate crossing of personnel/goods required for response options
- Assist with any tasks needing support in the Emergency Operations Centre or in the field

What Did WPS do Well?

- The “*all hands on deck*” approach regardless of official roles and titles was very impressive – any task that needed to be accomplished
- Containment of the initial blockade/protestors

Recommendations for Improvement

- Ensure points of contact within the incident command center are utilized to communicate out to partners to avoid duplication and confusion
- Establish incident command team structure & communication board with roles, contact information, etc. earlier



COMMON THEMES



WHAT DID WPS DO WELL?

- Safely allowed access to the Bridge again
- Collaborated very well with all involved agencies
- Had the right people working through the copious tasks at hand
- No one (police/public) was injured during the entire response
- Matured as an organization (limits tested across numerous fronts)
- Treated outside agency personnel very well (food etc). Numerous positive comments from external partners
- Despite global attention, no 'embarrassing' incidents reported



WHERE CAN WPS IMPROVE?

- **Internal Communication needs improvement**
- Systematic and routine communication for Major Events needs to be addressed
- Rely on everyone in the organization. Senior officers had capacity to help.
- More emphasis on utilizing the strengths of our civilian personnel, wherever needed
- Establishment of a resource-planning sub-committee for emergencies (rely on provincial 'best practices' and this incident to help get us started. Develop Major Incident Directive)
- Create a 'Playbook' on the shared drive, to front load as much as possible (templates, management structure etc.)

STRATEGY IDEAS Progress Process MEETING Business Future Innovation Dialog IDEAS Forum Communication Progress SOLUTIONS FORWARD Strategy PROPOSAL BUSINESS Creativity TALK Session Connection IDEAS Exploration QUESTIONS INPUT

Next Steps

Discuss

- In April, 2021 S/Sgt Chapman made a Business Case presentation to Senior Administration regarding the creation of a Public Order Unit
- WPS currently rely on the OPP and other municipal police services to provide POU's
- the OPP/other POU's have obligations to provide these services throughout the Province, and should a widespread social movement similar to BLM protests occur in the future, there is a very realistic possibility that OPP resources will not be available to Windsor.
- On March 17, 2012, London Police Officers responded to an area notorious for student partying. According to Police, rioting began around 10 p.m. after a long day of St. Patrick's Day drinking. Officers quickly found themselves out numbered dealing with "an alcohol-fuelled mob of 1,000 people raining down beer bottles, bricks, two-by-fours and anything else they could throw with such violence that dozens of officers in riot gear had to retreat".
- By the end of the riot, Police estimate there was more than \$100,000 in property damage. A news van was destroyed and seventeen police vehicles were damaged. Officers arrested 11 people, seven of whom were Fanshawe students. The riot was a first for the City of London.

SHOULD WPS DEVELOP A PUBLIC ORDER UNIT?

- In the last three years the political climate has changed significantly with heavy criticism towards Police use of force, particularly lethal force.
- S/Sgt Chapman estimates it would cost approx. **\$300,000** to start up the new Unit
- Proposes that the Unit will fall under the umbrella of the Staff Sergeant, ESU and Inspector, Patrol Support
- On March 21, 2022 the Sol Gen put out a News release regarding a new suite of measures to support the new, '*Keeping Ontario Open for Business Act, 2022*'. The government is investing nearly **\$96 million** in new measures and tools to support province-wide responses during unlawful demonstrations and illegal blockades that impede **international borders** and airports. These include:
 - Enhanced training through the Ontario Police College for all law enforcement services to support safe and effective **public order policing**
 - Purchasing equipment such as heavy tow trucks that are necessary to keep borders open.



CREATE A MAJOR INCIDENT RESPONSE PROTOCOL

- Create 'Major Incident Protocol' folder on the shared drive
- Add deployment templates, scheduling templates, updated contact lists, WPA MOU, new Directive, Situational Report templates, Finance templates, Hotel registration forms, etc
- Add Convoy SMEAC's, Arrest Plans, Traffic Plans etc as examples
- Ensure MI Working Group updates folder as required. MI Group meets annually/bi-annually
- Determine if there are other similar working groups in the Province and communicate/participate to stay current on 'best practices'
- Review other previous Major Incidents in the Province, other Provinces

- Continue participation in the Gordie Howe Bridge working group (Secure Waterways)
- Draft Major Incident Directive
- Participate in any Ottawa debriefs
- Examine radio interoperability concerns
- Address personal vs work phone contact procedure for Major Incidents



COMMUNICATION STRATEGIES

- Update Contact List annually (OPP, RCMP, POU, MTO, City etc)
- Create WPS Situational Report template. Determine applicable frequency of distribution (situational)
- Zoom, work phones, e-mail, talk groups should all be considered and utilized to ensure timely communication
- Utilize the New Director of Corporate Communications
- More internal communication to **all** personnel



Situational Report		
Event Name:	Operational Date / Time: March 4, 2022 1900	
2022 Unvaccinated Truckers Protest		
West Region	Action	
Fast Fact	Immediate Distribution to CCT	
Sit Rep Essex County / Ambassador Bridge: Travel to USA/Canada: Open and flowing freely Slight traffic delays into the USA due to IT issues on the US side. Tunnel: Open and flowing freely New Developments: Intersection reopening dates will be: Huron Church/Girardot- March 7 Huron Church/Millen- March 7 Huron Church/College-March 13 Huron Church/Wyandotte-March 13 Information regarding a "Freedom Chain" movement across Canada scheduled for March 5th. Very low numbers participated in the convoy from our area. 17 vehicles @ the Husky 4 vehicles @ Sarnia Separate protest scheduled for a march originating on Tecumseh near Roseville Garden. Approximately 20 people showed up with Anti Trudeau signs. REDACTED		
Assigned Resources (Days) – Ambassador Bridge		
WPS Resources	Staffing	Notes
MCIC/CIC/IC	1	

OPP MAJOR INCIDENT COMMAND ORDER



- Major Incident Order – 14 pages
- Details who is to be called out etc
- Entire section on Logistics
- Finance included
- Section on Communications (below)

- terrorism incident;
- natural disaster;
- weather event;
- fire;
- security event;
- search and rescue;
- structural collapse;
- mass transportation event (rail, air, water); and
- any occurrence that has resulted in multiple fatalities where external resources are required.

Communications

The communications advisor, during a major incident, shall report directly to the critical incident commander/incident commander and be responsible for:

- preparing/submitting a written communication plan based on information received and logistical circumstances;
- establishing/maintaining the communication function and telecommunications centre, including phone requirements/radio channels/towers and numbering system of vehicles;
- ensuring that all required avenues of communications are available;
- ensuring that impediments to continuous command post communication ability are brought to the immediate attention of the

- scribe;
- crisis negotiator(s) (CN);
- investigators;
- technical support;
- other perimeter uniform members;
- communications advisor;
- logistics member(s);
- Forensic Identification Services (FIS);
- community safety officer (CSO); and
- Provincial Liaison Team.

SUGGESTED MAJOR INCIDENT ADMINISTRATION STRUCTURE

